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TOP MANAGEMENT TEAM CHARACTERISTICS AND PERFORMANCE OF UGANDAN STATE AGENCIES

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Abstract

There has been variation in the performance of state agencies in Uganda, with some displaying excellent results in following their mandates, while others are performing dismally. Past research has exhibited that Top Management Team (TMT) characteristics affect the performance of organisations. The main objective of this study was to determine the relationship between TMT characteristics and the performance of Ugandan state agencies. The study was anchored on the upper echelons theory. The study adopted a descriptive cross-sectional research design. The target population of the study was the 201 state agencies in Uganda. The study adopted at least three members of the TMT depending on the number of TMT members of the 160 selected state agencies in Uganda to gather the required information. Primary data was gathered using a structured questionnaire that was administered online. Inferential statistics employed regression analysis to test the hypothesis and draw conclusions. The results of the study showed that there is a significant relationship between TMT characteristics and the performance of Ugandan State Agencies (Adjusted $R^2 = .241$, $F = 49.071$, $p < 0.05$). This study concluded that behavioural characteristics contributed more to the performance of agencies than psychological and demographic characteristics. The study recommends that the recruitment process of TMTs should include demographic, behavioural, and psychological characteristics as requirements. The management should focus on formulating their strategies of maintaining or hiring knowledgeable employees who have good experience and are in the age bracket of 40. Also, all state agencies in Uganda should think of policies on the capabilities of the individuals of the TMT. The study recommends a gender balance in Ugandan State Agencies to have gender inclusion in the government to have one-third gender representation.

Keywords: TMT characteristics, psychological characteristics, demographic characteristics, behavioural characteristics attributes, organisational performance, efficiency, effectiveness, Uganda state agencies

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Introduction

The increased pressure on organisations to perform to the expectations of the different stakeholders has made them devise ways of achieving their set objectives. To this effect, organisations have reported varying performance levels with some performing to the desired levels while others are performing short of the stakeholders' expectations. Ogollah, Bolo and Ogutu (2011) posit that, researchers and experts have endeavoured to understand why a few organisations accomplish elevated levels of performance than others. Thus, understanding why firms in a similar environment contrast in their performance is still an inquiry in strategic management. It is key to observe that Top Management Teams (TMTs) are important in influencing the way an organisation performs (Muchemi, 2013).

The definition of TMT characteristics takes a centre stage in the theory of the upper echelon. According to Okello and Ngala (2019), TMT characteristics refer to attributes owned by the organisational executives. Conceptually, the definition is relied upon, to sum up, a hypothetical construct that is based on the dominant coalition (Stewart & Amason, 2017). Various researchers have operationalized and measured TMT characteristics into demographic (Wasike et al., 2015; Kinuu, 2014; Irungu, 2007), behavioural (Wasike et al., 2015), cognitive (Kasomi, 2015) and psychological (Wasike et al., 2015; Luthans, Youssef, & Avolio, 2007). Kinuu (2014) notes that demographic characteristics include age, gender, education level, work understanding, and TMT size. Cognitive characteristics are mind-grounded aptitudes that individual TMT associates need to finish their regular assignments. Psychological characteristics allude to character attributes and individual dispositions and beliefs. Boal and Hooijberg (2000) propose that researchers should concentrate their efforts on the behaviour and

personality features of TMTs other than relying on demographic characteristics. The study of TMT characteristics has been limited to examining either demographic, cognitive, psychological, or behavioural characteristics but not all at once. This study operationalized TMT characteristics in terms of demographic (age: number of years old, education background: level of education, functional background: area of specialization and expertise, tenure: number of years spent in an organisation, and gender: male or female), behavioural (team intelligence, personality, leadership styles, attitude), and psychological characteristics (locus of control, emotional stability, self-esteem, general efficacy, optimism and resilience).

Prevalent organisational performance is the most pursued result by all organisations (Oketch, Kilika, & Kinyua, 2020). Kasomi (2015) noted that the meaning of organisational performance stays a thorny subject amidst key tactical circles with different researchers and experts defining it differently. Organisational performance is a key notion in any organisation and is taking centre stage in strategic management research (Yongvanich & Guthrie, 2006) and up to now remains of pronounced attention to both academic scholars and practising managers (Mkalama & Machuki, 2019). Pierre et al. (2009) denote that organisational performance is not defined clearly. The performance of an organisation is defined as its capability to get and achieve its objectives while engaging its rare resources efficiently (Griffins, 2006; Javier, 2002). Different constructs have been used to measure performance, especially in organisations with different operations (Kennerley & Neely, 2002). The commonly used measures of performance include financial (Pierre et al., 2009), marketing, operational efficiency (Kennerley & Neely, 2002) and human resources (Lebens & Euske, 2006), the sustainable balanced scorecard (Hubbard, 2009; Yongvanich & Guthrie, 2006), balanced

scorecard (Kaplan & Norton, 1992), and the triple bottom line (Elkington, 1997). The performance of Ugandan state agencies was conceptualized in terms of effectiveness and efficiency as used by Mouzas (2006) and Heilman and Kennedy-Phillips (2011). (Heilman & Kennedy-Phillips, 2011) noted that effectiveness assists with evaluating the advancement towards mission satisfaction and objective accomplishment.

The role of state agencies is vital in major economies and more so in Uganda. This is because they provide crucial services that are geared towards improving the livelihoods of the citizen in areas of energy, transport, infrastructure, health and education. Kagaari, Munene and Ntayi (2013) noted that Ugandan state agencies have experienced significant performance challenges in current years because of poor leadership and management (Basheka et al., 2017). According to Basheka et al. (2017), the agencies are dealing with several legal, authoritative, administration, and monetary related difficulties that influence their performance. In Uganda, state agencies are defined as government institutions that have a detailed legal background or a cabinet verdict founding them. Since 1980, the government of Uganda has made autonomous organisations in types of agencies, authorities, and commissions as a way of providing improved service delivery since such agencies are required to be efficient and effective (Basheka et al., 2017). As per Tumusiime (2015), state agencies in Uganda have not procured the required degree of performance as they have continually failed to meet the set performance targets. Much as Ugandan state agencies are overseen by TMTs, their performance varies, with some posting moderate performance (Tumusiime, 2015) while others are constantly on dreary performance. These variations indicate some noteworthy components that affect their performance that should be assessed and suitable arrangements set forth for continued expected performance levels. Basheka et al. 33 |

(2017) propose that more studies identified as critical for improving the effectiveness and efficiency of state agencies in Uganda be carried out. Although much accentuation has been put on the connection between TMT characteristics and performance, no known study exists on TMT characteristics (psychological, behavioural, and demographic) alone on their contribution to performance among Ugandan state agencies.

Literature Review

The studies on the connection between TMT characteristics and the OP have generated conflicting and uncertain outcomes with certain examinations demonstrating positive outcomes (Nielsen & Nielsen, 2013) while others indicating negative outcomes (Díaz-Fernández et., 2014) and others (Waweru, 2008; West & Schwenk, 1996) demonstrating no relationship. The research on TMT characteristics and organisational performance has pulled in significant studies throughout the years (Yohannes, Ayako, & Musyoki, 2016; Milana & Maldaon, 2015). Moreover, various scholars have utilised various concepts in estimating the connection between TMT characteristics and OP. A few researchers (Hambrick, 2007; Cannella & Holcomb, 2005) have called attention to the way that there is yet deficient experimental work on TMT characteristics and OP. Wasike et al. (2016) posit that other scholars have additionally brought up methodological imperfections, misperceptions and irregularities in the conceptualization of TMT characteristics. Much as studies have shown differing results on the study variables, there are conceptual (Kraus & Ferrell, 2016; Yohannes et al., 2016; Mkalama, 2014; Díaz-Fernández, et al. 2014), contextual (Shadrack & Owino 2016; Wasike et al., 2016; Milana & Maldaon, 2015; Kasomi (2015); Kinuu (2014)), and methodological (John & Severine, 2016; Wasike et al., 2015; Nyamwanza, & Mavhiki; 2014) gaps that this study sought to address.

Despite the significant number of empirical studies that link each study variable to OP, there are mixed and inconclusive results due to different theoretical perspectives applied and measurements of variables. For instance, while the UET has been tested in a variety of settings, existing reviews have considered the multilevel nature of upper echelon phenomena (Cannella & Holcomb 2005). In addition, Crossland and Hambrick (2007) extended the theoretical echelons of analysis and show how discretion may also vary systematically at the national level. They contend that executives in various nations face deliberately various imperatives on their scopes of activity, and subsequently, the impact they have on organisational performance is probably going to vary among nations (Hambrick, 2007; Crossland & Hambrick, 2007).

Various scholars have utilised various constructs such as educational level (Díaz-Fernández, González-Rodríguez, & Simonetti, 2014), and training level, in estimating TMT characteristics just as the measure for OP. Strategic management scholars have contended that the behaviour, values, and cognitions of TMTs matter as far as organisational performance is concerned (Hambrick, 2007). Whereas many studies have explored TMTs and their relationship to performance (Nielsen & Nielsen, 2013), some have concentrated on only the CEO (Buyl et al., 2011) hence not considering the other TMT members that are key in making strategic decisions thus resulting in the varying results. Yohannes et al. (2016) found that TMT demographic characteristics influenced performance in any case; the control factors uncovered a huge factually constructive outcome on performance and overall firm performance cannot be completely clarified by TMT characteristics.

Oketch et al. (2021) determined the influence of TMT characteristics (demographic, psychological, and cognitive) on the performance of independent regulatory

agencies in Kenya. Oketch et al. (2021) revealed that TMT demographic characteristics did not significantly influence the performance of the agencies. Also, TMT's psychological characteristics and cognitive characteristics significantly influenced the performance of the agencies. Aboramadan (2020) reviewed the empirical literature on the relationship between the characteristics of the top management teams (TMTs) and the performance of entrepreneurial firms. The results of the literature review show that the relationship between TMTs (demographics and heterogeneity) and the performance of entrepreneurial firms is not straightforward and further investigation is still needed in this area. Oketch et al. (2020) assessed the effect of TMT cognitive characteristics on organizational performance of independent regulatory agencies in Kenya. Oketch et al. (2020) showed that TMT cognitive characteristics significantly affect organizational performance.

Mkalama an Machuki (2019) investigated the influence of top management demographics on the performance of Kenyan state corporations. Mkalama an Machuki (2019) indicated that top management demographics had a statistically significant influence on the performance of Kenyan state corporations. Okello and Ngala (2019) specifically studied the effect of TMT characteristics (behavioural, demographic, cognitive, and size) on strategic change results among branch stores in Nairobi County. Using regression and correlational analysis, Okello and Ngala (2019) found a positive significant connection between the behavioural, demographic and cognitive characteristics and strategic change results. It was additionally observed that group size and strategic change results are decidedly and altogether related.

Wu et al. (2017) adopted structural equation modelling to analyse questionnaires concerning the characteristics of TMTs and strategic decision-making. The results revealed that risk perceptions and mental models act as

mediating elements and are impacted by the TMTs' characteristics and decision-making. They additionally observed that psychological possession applies moderating impacts between TMTs' characteristics and decision-making. Kraus and Ferrell (2016) indicated that TMTs are very important to the performance of an organisation. Kraus and Ferrell (2016) found that TMTs are basic to organisations' performance and that top heads figure out a collective purpose, instil values, impact culture, and decide the significant preparation for an organisation, so they have a huge effect on organisational results. John and Severine (2016) established a correlation between demographics and innovative orientations of administrators and organisational performance. Waldman and Bowen (2016) contend that leaders are being chosen because of characteristics, for example, solid self-appreciation, high levels of certainty and boldness. John and Severine (2016) examined the influence of top management teams of financial institutions, tourism enterprises and manufacturing firms on these firms' performance. The findings show that management demographic characteristics significantly influenced the firms' performance.

Milana and Maldaon (2015) explored the effect of managerial human capital on the performance of a Syrian public agency. The results uncovered that age, level of education and the functional track has no significant effect on the performance of the directorate of finance in Damascus while the tenure of the supervisor significantly influenced performance. The findings revealed managerial qualities are practically unessential in the performance of the Directorate of Finance in Damascus and the public overall. Such outcomes are a requirement for strategists to put resources into the detailing and execution of procedures and strategies which can achieve compelling change in practices and jobs of workers. Wasike et al. (2015) examined the

influence of TMT characteristics on firm performance. The study results indicated TMT characteristics significantly influenced performance. The researcher criticises Wasike et al. (2015) for not testing testing causality in their study.

Díaz-Fernández et al. (2014) studied the influence of TMT demographic characteristics constructs (company size, TMT size, education-level diversity) on firm performance using hierarchical regression. The investigation confirmed that company size was connected with their demographic constructs in terms of diversity. Furthermore, TMTs essentially affected corporate performance and no impacts on usefulness and education foundation diversity were found. Mkalama (2014) indicated that demographic characteristics allude to the fundamental characteristics, for example, educational level, gender, length of administration and race of TMT members. Mkalama (2014) found that TMT demographics significantly influenced the performance of KSCs. In contrast, Kinuu (2014) laid out a positive connection between the psychographics of TMT and non-monetary performance. The TMT characteristics such as education, technical foundation and work understanding, gender, mental attributes, and other different attributes have been identified as key to the connection between TMTs and OP (Kinuu, 2014).

Nielsen and Nielsen (2013) re-examined the connection between TMT diversity and performance. Joining the experiences from the theory of upper echelons and the institutional, the scholars laid out a new ideal element of TMT diversity (nationality) and fostered an incorporated staggered system clarifying how its achievement shifts across logical situations. Nielsen and Nielsen (2013) found that nationality diversity is decidedly associated with performance and connection is more grounded in tenured groups, exceptionally

internationalized firms, and altruistic environments.

Mutuku et al. (2013) while concentrating on the impact of TMT diversity, quality decisions and performance in Kenya, observed that TMT tenure affected the nature of choices made by the TMTs which eventually resulted in prevalent performance. Muchemi (2013) who examined the impact of TMT diversity on the performance of banks in Kenya observed that as diversity (gender, ethnic and tenure) expanded, the performance of the organisations diminished.

Marimuthu and Kolandaisamy (2009) established a non-significant connection between TMT characteristics and performance was established. As per Cannella et al. (2008), the conviction that TMT characteristics essentially impact the performance of organisations is boundless by strategic management researchers and professionals as past studies regarding the matter have yielded conflicting outcomes. Waweru (2008) found that TMT demographic characteristics insignificantly influenced organisational performance. Irungu (2007) utilising a cross-sectional design reviewed contemplated organisations and posited that individual TMT

demographic characteristics affect performance. Researchers investigating the connection between TMT psychological characteristics and OP have contended that there exists a connection between the two (Luthans et al., 2007; Wright & Hobfoll, 2004; Cameron, Dutton, & Quinn, 2003; Hobfoll, 2002).

Although there is existing research relating to TMT characteristics and organisational performance, the vast majority of the examinations zeroing in on the impact of TMT characteristics on performance in the public area setting have summed up the enterprises that are not state-managed. In addition, most have not examined the composite of demographic, psychological, and behavioural characteristics in a Ugandan setting. This study investigation thusly centred on the impact of TMT characteristics (demographic, psychological, and behavioural) on the performance of state agencies in Uganda.

The null hypothesis, H₀₁: There is no significant relationship between TMT characteristics and the performance of Ugandan state agencies. Alternative Hypothesis: There is a significant relationship between TMT characteristics and the performance of Ugandan state agencies.

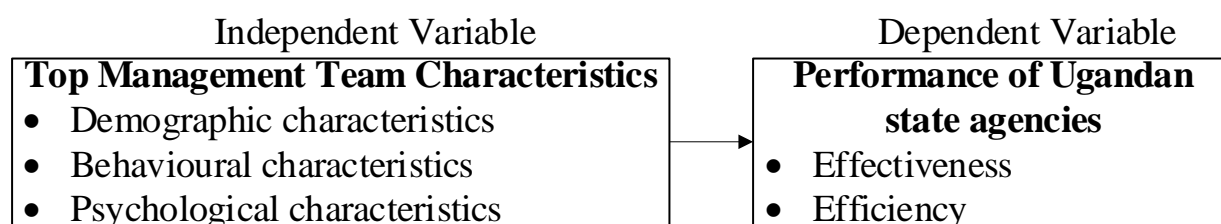


Figure 1: Conceptual Framework

Research Methodology

This study adopted a positivist way of thinking since it depends on the existing knowledge, examining literature from past and related studies, the created conceptual framework developed by the researcher through an assessment of scholarly works, and logical

procedures that are followed in developing a hypothesis that can later be tested and a deduction made to decide the truth or falsify the expressed hypothesis (Saunders, Lewis, & Thornhill, 2012). This study embraced a survey research technique. Several such surveys are one-time (cross-section) while others are

proceeding (longitudinal) permitting the researcher to notice changes over a long time. Data were collected once from respondents with no intentions of follow-up (Sekaran & Bougie, 2016) hence adopting a cross-sectional research design. The descriptive cross-sectional survey design was used because it helps the researcher to set up whether relationships among variables exist sooner or later on schedule (Cooper & Schindler, 2013).

The target population of this study comprised all Ugandan state agencies that were created by the Act of Parliament to provide services for the nationals. According to Public Service (2021), there are 201 state agencies. These agencies operate in different sectors namely health (23), education (24), works and transport (9), information and communication technology (12), justice, law, and order (12), public sector management (4), energy and mineral development (13). Other sectors include accountability (32), water and environment (4), public administration (6), tourism, trade and industry (22), social development (11), agriculture (20), security (5), and lands, housing and urban development (4). The unit of inquiry consisted of at least three members of the TMT in each of the selected agencies depending on the number of TMTs every agency has. The unit of analysis comprised a state agency and the break in the variable was the name of the agency. Using a table developed by Krejcie and Morgan (1970), with a margin error of 3.5% and a confidence interval of 95%, a sample of 160 was used from a population of 201 state agencies. The study adopted stratified random sampling in selecting the respondents from the strata that are relevant to the study. Stratification was based on the sector in which each agency falls. Proportionate random sampling was used in selecting the agencies to include in the study so that each sector is proportionately represented. Thereafter, respondents from each sector were randomly selected among the TMT members. To determine the number of samples from each

sector, a formula suggested by Kothari(2004) was utilised as indicated below

$$n_s = n * P_s$$

where P_s is the proportion of the population of the strata from the population and n is the sample size

Thus, the sample for the health sector,
 $n_{health} = 160 * \frac{23}{201} = 18$

Research Findings

Out of the targeted 160 respondent firms, 152 state agencies completed analyzable questionnaires translating to a response rate of 95%. Average scores for each state agency were computed before analysis. The results of Cronbach's Alpha demonstrate reliability scores for the variables of the study. Performance of the state agencies had a reliability score of 0.867, and 0.903 for efficiency and effectiveness items respectively while top management team characteristics attained a reliability coefficient score of .809, .892, and .745 for demographic, psychological, and behavioural characteristics respectively. The validity of the instrument was tested through exploratory and confirmatory factor analysis. Kaiser-Meyer-Olkin (KMO) Measure of sampling adequacy test was used to check for partial correlations (Bryman & Bell, 2007). The factors were rotated using the varimax rotation technique to improve the interpretation of extracted factors. Extracted factors explained 79% of the variance in top management team characteristics. On the other hand, 70.5% of the variance in organizational performance was accounted for by the extracted factors. The assumptions of linearity, normality, homoscedasticity, multicollinearity and autocorrelation were all met. The tolerance for TMT characteristics was >0.1 while the variance inflation factor was 1.000. Simple regression analysis was used to test the effect of top management team characteristics on performance. The results of tests for the

influence of TMT characteristics on performance are provided in Table 1

Table 1: TMT Characteristics and Performance of Ugandan State Agencies

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	.496 ^a	.247	.241	.37480			
ANOVA							
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	6.893	1	6.893	49.071	.000 ^b	
	Residual	21.071	150	.140			
	Total	27.964	151				
Coefficients							
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	.691	.350			1.971	.051
	TMT Characteristics	.652	.093	.496		7.005	.000

a. Dependent Variable: Performance of Ugandan State Agencies

The findings in

Table 1 indicated the R-value of .496 implying a positive correlation between TMT characteristics and the performance of Ugandan state agencies. This implies an improvement in

Table 1 reveals that the p-value was less than 0.05 and hence the null hypothesis was rejected. Thus, there is a significant positive relationship between TMT characteristics and the performance of Ugandan state agencies.

Table 1 further shows that the beta coefficient for the constant in model 1 (β_0) = .691 at $t =$

the TMT characteristics positively improves the performance of the Ugandan state agencies. In addition, the Adjusted R square value of .241 indicates that TMT characteristics explain about 24.1% of the variation in performance of Ugandan state agencies. In addition, The F statistic of 49.071 in Model 1 with a p-value of 0.000 indicated that the regression model is significant. The regression results therefore indicate that at 0.05 significance, the coefficient is statistically significant with TMT characteristics at $\beta_1 = 0.652$; $t = 7.005$; $p = 0.000$.

1.971. The β_0 of .691 implies that with all the factors held constant performance is .691 units while β_1 of .652 indicates that if all factors are held constant, a unit change in the TMT

characteristics would result in a .652 change in performance of the Ugandan state agencies. The estimated model is thus summarized as follows;

$$PerofUSA = .652 TMTCHA + .691$$

Where:

PerofUSA = Performance of Ugandan State Agencies

TMTCHA = Top Management Team Characteristics

The relationship between TMT characteristics and the performance of Ugandan state agencies

was further assessed using the confirmed dimensions of TMT characteristics (demographic characteristics, behavioural characteristics, and psychological characteristics) and their relationship to the performance of Ugandan state agencies. Furthermore, a multilinear regression analysis was conducted to determine which constructs of the TMT characteristics contributed significantly to the performance of Ugandan state agencies. The ANOVA

Table 2 was utilized to decide if a statistically significant relationship between the variables (independent and dependent) existed.

Table 2: Behavioural, Demographics, Psychological Characteristics on Performance

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.286	3	4.762	51.527	.000 ^b
	Residual	13.678	148	.092		
	Total	27.964	151			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.609	.295		2.067	.041
	Demographic Characteristics	.105	.036	.172	2.938	.004
	Psychological Characteristics	.114	.056	.120	2.019	.045
	Behavioural Characteristics	.521	.046	.685	11.432	.000

a. Dependent Variable: Performance of Ugandan State Agencies

The F-value of 51.527 (p<0.05) further indicates that the specified model in this study fits well the data. In addition, the regression

results, therefore, indicate that at 0.05 significance, the coefficients of the constructs are statistically significant that is Demographic characteristics ($\beta = .105, t = 2.938, p = .004$), psychological characteristics ($\beta = .114, t = 2.019, p = .045$), and behavioural characteristics ($\beta = .521, t = 11.432, p = .000$).

Discussion of Findings

The findings of this study indicate that TMT characteristics significantly affects the performance of Ugandan state agencies. The results are consistent with the upper echelons theory which holds that TMT characteristics influence performance (Hambrick & Mason, 1984). The theory maintains that performance of an organisation is moderately predicted by background characteristics of the managers. The outcomes of this study also support earlier findings (Haleblian & Finkelstein, 1993; Hambrick et al., 1996; Awino et al., 2011) that have linked TMT characteristics with performance. The findings of this study agree with the UET that posits that TMTs in companies pursue choices that are in agreement with their experience attributes and that those choices emphatically impact the performance of their companies. The magnitude of influences of the TMT as well thus balances the interest of upper echelon studies on both the CEO and the TMT (Carpenter, Geletkanycz, & Sanders, 2004). The theory suggests that TMTs in organisations settle on choices that are predictable with their characteristics (Hambrick, 2007). From the UET's perspective, tenure of TMTs is connected to experience that accompanies flawlessness, level of education is seen to produce a superior analysis of the issues, age is seen to bring advancement to handling circumstances, and functional backgrounds are seen to get the unique aptitude to the functional circumstances and gender diversity is seen to bring various perspectives of circumstances

that are important for the predominant performance of organisations.

The study also found that demographic characteristics significantly contributed to the performance of Ugandan state agencies. The outcomes are consistent with the findings of Mkalama (2014) who contended that for organisations to profit from variety in their TMTs, they should have a blend of the right demographic qualities to empower them appropriately decipher the circumstances in their outer surroundings and make fitting methodologies for sustained competitive advantage. Mkalama (2014) found that TMT demographics significantly influenced the performance of state corporations in Kenya. In conditions where the state agency or a reputable organisation promotes TMT demographic characteristics, the most important scenarios can be observed within the organisation. However, there seem a lot of unobservable antecedents that affect this relationship. For instance, as agencies employ the elderly in top management positions, this brings in a vast of experience which promotes the performance of state agencies. In addition, when an advertisement is well specified in stipulating the number of years an individual has worked, this will help in attracting well-experienced employees who come with a breed of networks and experience and once put in use, this will promote the performance of the Ugandan state agencies. As TMT characteristics improve in terms of demographic characteristics, employing members both women and men achieves a rich company of employees which improves affirmative action and thus promotes performance at work. In addition, when well-qualified top management officers are in office, it improves knowledge sharing on how to improve performance and this results in improved performance of Ugandan state agencies.

The findings of this study also found that behavioural characteristics of TMTs significantly influenced the performance of Uganda state agencies. The improved behaviour of the management team will improve the performance of Ugandan State Agencies. The findings are in agreement with the results of a study by Wasike et al. (2015) who found that behavioural characteristics significantly affected the performance of tea factory companies in Kenya. The behavioural characteristics of TMTs affect the performance of organisations via decisions making, speediness, and superiority of decisions.

The study findings revealed that psychological characteristics significantly contributed to the performance of various state agencies in Uganda. The results are in agreement with Luthans et al., (2007) and Cameron et al. (2003) that positive psychological attributes of the labour force (TMTs and different workers) can enhance firms by expanding individual and organisational effectiveness. This is further supported by Hiller and Hambrick's (2005) declaration that with regards to confidence, self-adequacy, locus of control, and emotional stability, more does not guarantee better and, Peterson and Zhang's (2011) perception that maybe the connection between TMT psychological characteristics and organisational performance might be curvilinear, recommending that there might be an ideal degree of TMT psychological characteristics past which the relationship takes a different path. However, the findings of this study are not in agreement with the outcomes by Kinuu (2014) who found that TMT psychological characteristics had no significant effect on the earnings per share performance of companies listed on the Nairobi Securities Exchange.

The findings of this study are additionally in accordance with the proponents of the upper echelon theory such as Walumbwa et al. (2011), Avey et al. (2010), and Whetten et al. (2009) who contended that the psychological

attributes of workers offer supplementary advantage to their positive ways of behaving. The ways of behaving they pinpointed are organisational citizenship as well as demographic and more customary individual differences, for example, character attributes, individual association and individual work fit.

This study's findings fill the gap distinguished in a few past studies in the conceptualization and estimation of the variables under study. It adds an incentive for researchers to embrace demonstrated construct measurements to reduce on mixed results. Considering the direct relationship between TMT characteristics and the performance of Ugandan state agencies, there exists a significant association between the variables.

Conclusions and Recommendations

It can be concluded that TMT characteristics had a significant positive effect on the performance of state agencies in Uganda. It can also be concluded that TMT behavioural characteristics, TMT demographic characteristics, and TMT psychological characteristics significantly contributed to the performance of state agencies in Uganda. Specifically, it can be concluded that TMT behavioural characteristics contributed more to the performance of Ugandan state agencies followed by psychological, and lastly demographic characteristics.

The study also makes recommendations in line with the study objectives. This study suggests that the hiring process of TMTs for the state agencies in Uganda ought to incorporate approaches to choosing candidates with suitable behavioural and psychological characteristics since the traditional recruitment processes involve the assessment of demographic characteristics. The management should focus on formulating their strategies of maintaining or hiring well-knowledgeable employees who have good experience and are in the age bracket of 40. This comes with good

experience and a lot of determination which improves the performance of Ugandan state agencies. Also, all state agencies in Uganda should think of policies on the capabilities of the individuals of the TMT. This also suggests that policies ought to be spread out concerning the tenure of the TMT so that one does not become a TMT member for too long as this may result in complacency. The study recommends a gender balance in Ugandan State Agencies to have gender inclusion in the government to have one-third gender representation.

Contributions to Knowledge

This study contributes to the existing studies since it has been earlier observed that there has been inadequate information in the assessment of TMT characteristics as a determining factor of the performance of organisations. This study adds to the previous scholarly works that assessed the TMT characteristics and performance linkage to include different dimensions of TMT characteristics such as psychological and behavioural characteristics. This study utilized validated constructs to decrease inclusive and conflicting results with other studies since most of the previous studies have not used construct validity. This study further adds knowledge to the continuous discussion including the administration of state organisations. Furthermore, the findings contribute to the upper echelon theory by considering the behavioural and psychological characteristics of TMTs instead of concentrating on demographic characteristics.

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