

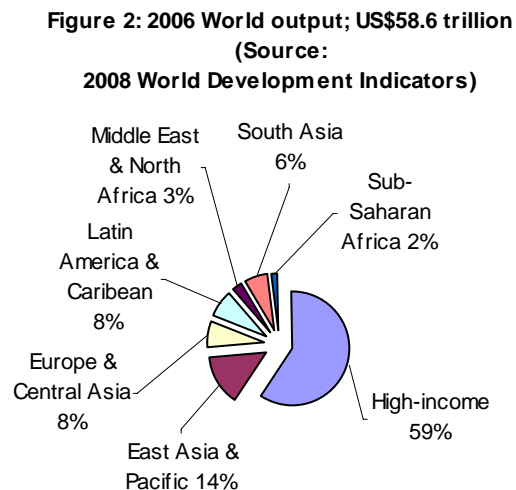
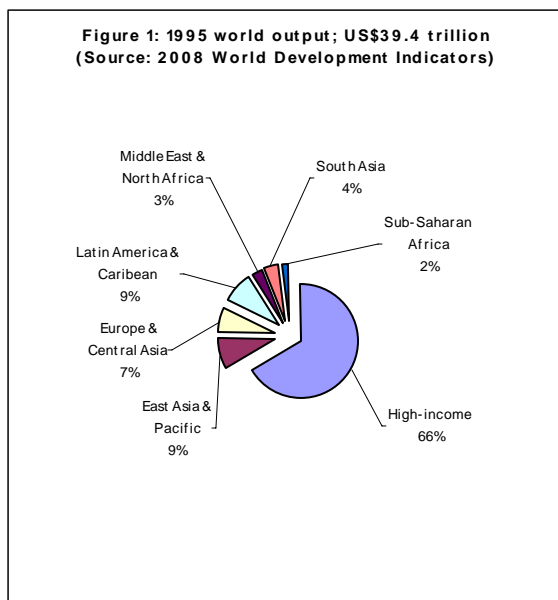
Performance poverty or poverty of performance leadership? The centrality of performance management leadership and procedural justice in Africa's quest for development

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This paper seeks to demonstrate the central role of performance leadership and procedural justice in forming member attitudes to performance management practice in Africa basing on the themes presented in performance management literature and an empirical examination of quantitative data from a sample of 1010 employees from organisations in South Africa and Uganda. The author examines hypothesised links between leadership and procedural justice, leadership and member perceptions of the character of the existing performance management systems and these member perceptions of the system in place and their affect for performance management practice. The findings point to the need to move from performance management to performance leadership ecologies with emphasis on organisational justice.

INTRODUCTION

Most African economies have continued to perform dismally as evidenced by the gloomy outlook for the continent portrayed under the World Development Indicators synopsis for 2008, (The World Bank Group, 2008). This synopsis indicates that while the world output grew 4.8 percent in 2006 to reach nearly \$59 trillion, an increase of almost 50 percent since 1995, measured in purchasing power parity and in 2005 prices, East Asia and Pacific more than doubled their output and increased their share of global output from 9 percent to 14 percent and South Asia increased their share from 4 percent to 6 percent, sub-saharan Africa as well as north Africa and the middle east saw their shares stay the same at 2 percent and 3 percent respectively. This trend is reflected in figures 1 and 2 below.



The World Bank continues its dire depiction by indicating that while the figures show the health of

(economies); the quality of macro-economic management, resource constraints and poor policies have limited economic growth in Africa (World Bank; World Development Indicators, 2008:193 – 194). Indeed, of the twenty biggest economies in the world, commonly known as the G20 which constitute 90 percent of world GDP, only one (South Africa) is from Africa. It is unfortunate this continues to be the case and African output has stagnated for a decade when the output of other regions that were a decade earlier not developed has been improving phenomenally. National (macro economic) management hence macro context was singled out as a major culprit by the World Bank but organisations may not be blameless. National output is an aggregate of organisational outputs even when these outputs are impacted on by national failure be this institutional or other wise. Performance management is an important strategic function in a company's and indeed a nation's performance. Yet the nature of performance management in organisations in Africa given the specific contextual [macro (national) level and the micro (organisational)] conditions under which it is practiced leave a lot to be desired. These conditions impinge on organisational functioning and by implication performance management in specific ways given the thesis that "the social environment in which organisations operate shapes their work behaviours. Thus changes in the social, political and economic environment undoubtedly influence organisational practices" (Beugre, 2002, pp.1091 – 1092).

LITERATURE REVIEW

Performance management

Performance refers to the process of effecting organisational objectives (Flapper *et al.*, 1996) by ensuring congruence between the relevant elements. There has to be congruence between internal organisational elements and between the internal and the environment elements for both efficiency and effectiveness to obtain (Beer, 1980). Performance management is broader than the old, once a year appraisal approach (Austin *et al.*, 1995; Bernardin *et al.*, 1995) and is a more continuous and integrated approach that is clearly linked to business performance, personal and organisational development, corporate strategy and culture (Bernadin and Rusell, 1998) and pivoted on leadership (Armstrong, 2001) and senior or top management commitment (Kane *et al.*, 1999). It focuses on supporting to the fullest, capabilities of employees working in organisations and mutually designing the process and instruments and agreeing the variables to be measured for organisational mission achievement (Ahamed, 1999; Armstrong, 2000 and Lowe, 1993).

Performance leadership

Leadership has been either explicitly or implicitly recognised as a crucial factor in the development or adoption of 'best' performance management practice (Ahamed, 1999, Kane, 1999 and Armstrong, 2001). van Rensburg (1999) proposed that organisations that make performance management work are those not only with an intensive drive for business results but also whose leadership initiates a drive for beating standards of excellence. In arguing this way, van Rensburg placed leadership at the centre of performance management. A similar view appears to be held by Bolino *et al.* (2002) who hold that individuals are likely to go beyond their formal job requirements (stretch their performance to greater heights) when they have supportive and inspirational leadership.

Procedural justice

The literature attaches significant value to organisational member perception of the justness of processes by which performance management outcomes are arrived at (Landy *et al.*, 1978; Loventhal, 1980; Folger and Greenberg, 1985; Greenberg, 1986/1987; Lind and Tyler, 1988; Folger and Konovsky, 1989; Organ, 1990; McFarlin and Sweeney, 1992; Cropanzano and Folger, 1996; Cropanzano and Greenberg, 1997; Konovsky *et al.*, 1987 and Beugre, 2002). The recommendation by Williams (1998) is that procedural justice is enhanced by solicitation of employee inputs, existence of a two way communication system during the process, ability of employees to challenge or rebut the evaluation and consistence in the application of standards.

Hypothesis 1: Performance leadership is significantly associated with procedural justice

Hypothesis 2: Performance leadership significantly predicts perceived system orientation

Hypothesis 3: Perceived system orientation is associated with member affect for performance management practice

RESEARCH DESIGN AND METHODOLOGY

Sample

Research participants were 1,010 employees drawn from entry level personnel up to second level supervisors of four organisations. Two of the organisations [South Africa South African Breweries (198 employees) and Rand Water (265 employees)] were from South Africa and two [National Water and Sewerage Corporation (243 employees) and Uganda Revenue Authority (304 employees)] were from Uganda. From the sample of 1,010 employees selected for the study, 267 (26.44%) responded and 250 responses (24.75%) were usable. Of the usable responses, 22.4% (56) were from South African Breweries, 19.6% (49) from Rand Water Board, 24.8% (62) from National Water and Sewerage Corporation and 33.2% (83) from Uganda Revenue Authority.

Data collection

The study used a quantitative research design where the data were collected by means of a questionnaire accompanied by a cover letter explaining the aim of the research physically distributed to the respondents at their work units by research assistants. The constructs and related variables which were measured with a combination of four-point, five-point and six-point Likert scales are listed and defined in Table 1. The content span of the questionnaire was developed after abstraction of items relevant for the measurement of specific constructs from the literature and reports of previous research. The content validity of the items measuring specific concepts/constructs was ascertained by a combination of methods that included comparison of the items on the instrument to the relevant literature to confirm that the items were integral components of the leadership and procedural justice and incorporation of well-validated measures for fairness from previous research. For example the original Job Descriptive Index (JDI) from which some items to measure performance management fairness were adapted had consistent convergent and discriminant validity using the multi trait-multi method matrix. Random split half correlation coefficients for promotions and supervision were 0.75 and 0.77 respectively and the correlations corrected to full length by the Spearman Brown formula were 0.86 and 0.87 respectively. These two items were considered up to date and relevant for this study following Hanish's (1992) evaluation of the scoring system using polychotomous item response theory (Price, 1997) after which he declared the "scoring procedure ... still justified today" (382). Watson's study from which some of the performance management affect measures were adopted reported very high convergent and discriminant correlations (0.74 and 0.65), alpha reliabilities of 0.88 for positive affect and 0.87 for negative affect and test-retest coefficients of 0.68 and 0.71 which have been describes as excellent (Price, 1997: 438). The Minnesota Satisfaction Questionnaire (MSQ) scale from which some items regarding member satisfaction were adopted had construct validity in its original tests and this was validated by comparison with extracts from the literature in this current study before inclusion. The median Hoyt internal reliability of 0.80 in the original study (Price 1997: 482) was impressive. Measures developed by the author were factor and reliability analysed and the instrument rigorously pilot tested. Alpha reliabilities of the leadership factors were 0.88 and 0.79 for immediate performance leadership and executive openness and evenness respectively while the inter-item correlation coefficient for performance management prioritisation items was .5. The alpha reliabilities for the procedural justice factors were 0.84, 0.83, 0.89 and 0.52 for objectivity, fairness, standards abidance and prior specification of standards respectively while the inter-item correlation coefficients for supervisory humaneness and active redress system were 0.78 and 0.65 respectively. Regarding perceived system orientation and affect, the alpha reliabilities were 0.73 and 0.94 respectively.

Table 1: Operational definitions, components and sources of variables included in the study

Variable	Operational definition	Components	Source
Performance leadership	Top and immediate management engagement in performance related problem solving, recognising, rewarding, supporting, coaching, mentoring, consulting and informing.	(a) Diffusion of leadership and followership throughout the organisation (b) Leadership development programmes (c) Immediate performance leadership (d) Executive evenness and openness (e) Executive honest prioritisation of performance management	MSQ, MIG and MIT
Procedural justice	Perceived fairness of the process by which PM outcomes are arrived at, solicitation of employee inputs, existence of a two way communication, ability of employees to challenge or rebut the evaluation, prior standards specification and their consistent application.	(f) Objectivity (accuracy of information used to arrive at assessments, accounting from extraneous effects) (g) Fairness (consistence, freedom from bias, existence of plans for improving weak performance such as coaching, mentoring, training and development)	MSQ, ArM, and MIT ditto
Member outcomes	Perceptions and attitudes developed among organisational members as a result of their experience of PM	(h) Perceived system orientation (i) Member affective responses to the system	MSQ

Inferential statistics

Parametric and non-parametric models were used to investigate the associations between variables, differences among different sub-groups and how several independent variables might explain a dependent variable. Our preference was to use multivariate analyses unless it was untenable. First, to investigate the multivariate associations between context, practice and member outcomes, multivariate analysis of variance (MANOVA) was used given its superiority over the bivariate analysis of variance (ANOVA) – (Sakaran, 2000:409 and Field, 2006). The data that violated the equality of covariance and the homogeneity of variance assumptions during the MANOVA procedure were further examined using non-parametric tests (the Kruskal-Wallis H, the Welch F and the Brown-Forsythe F). Those data that were not amenable to a multivariate analysis were subjected to the bivariate parametric analysis of variance (ANOVA) and if they violated the homogeneity of variance assumption they were analysed using non-parametric analysis. Following Field (2006), the significant MANOVA results were followed up using the parametric discriminant analysis technique to discover which specific dependent variables contributed most the differences between organisations. Following the variance analyses above and theoretical dictates that showed some links between variables, the predictive power of selected independent variables was assessed using multiple hierarchical regression. Due to the lack of cross-validation power by Wherry’s formula which SPSS uses to derive R²_{adj}, the cross-validity of the predictive power of the independent variables was established using Stein’s cross validation formula proposed by both Stevens (1999:275) and Field (2006) as the formula that ought to be used if one is “interested cross-validity predictive power”. This formula is given by;

$$R^2_{adj} \text{ (rendered by Stephens as } \hat{p}^2) = 1 - \left[\frac{n-1}{n-k-1} \right] \left[\frac{n-2}{n-k-2} \right] \left[\frac{n+1}{n} \right] (1 - R^2)$$

Where n is the number of cases and k is the number of predictors in the model.

RESULTS

The results are presented in line with the hypothesised associations above.

Relationship between performance leadership and procedural justice

From the MANOVA analysis, the Levene test statistic was significant for the relationship between immediate performance leadership and objectivity (LF = 1.588, ρ = 0.031) as well as with standards abundance (LF = 1.532, ρ = 0.043) hence follow up analyses were done. Separate ANOVAs revealed

significant associations between objectivity and immediate performance leadership ($F = 32.496$, $df = 31$, $\rho = 0.000$) and no associations between standards abundance and immediate performance leadership ($F = 0.78$, $\rho = 0.793$). However, the Levene test result for objectivity was significant ($LF = 1.603$, $\rho = 0.03$) meaning even the ANOVA results for this relationship are unreliable. The Levene test statistic for standards abundance was non-significant ($LF = 1.486$, $\rho = 0.058$) hence the ANOVA conclusion that there are no associations between differences in immediate leadership and standards abundance can be relied on. Nevertheless, a follow up non-parametric Kruskal-Wallis test was conducted while for both objectivity and standards abundance, since the Levene significance level for standards abundance was borderline ($\rho = 0.058$). The results are reported in table 2.

Table 2: Relationship between leadership and procedural justice

Procedural justice factors	Immediate performance leadership ¹	Even executive openness ²	Prioritization of performance management ³
Objectivity	(32.49)*** [1.588]* {201.91}***	[0.91]	[0.36]
Fairness	[1.29]	[1.47]	[1.23]
Standards abundance	(.79) [1.53]* {29.231}	[1.57]	[0.88]
Supervisory humaneness	[1.43]	[0.87]	[0.80]
Prior standards specification	[1.44]	[0.84]	[0.83]
Active redress system	[1.28]	[0.91]	[0.73]

¹ Box's test statistic for the contrast of procedural justice factors by immediate performance leadership is 465.74 while Pillai's trace is 1.59***.

² Box's test statistic for the contrast of procedural justice factors by even executive openness is 510.82 while Pillai's trace is 0.643***.

³ Box's test statistic for the contrast of procedural justice factors by prioritization of performance management is 103.44 while Pillai's trace is 0.304***; * $p < .05$; ** $p < .01$; *** $p < .001$; (F): Parametric ANOVA test; [LF]: Levene test statistic and {H}: Non-parametric Kruskal-Wallis test statistic

From table 2, highly significant associations were noted between performance leadership and differences between the organisations in procedural justice. All the leadership factors (immediate performance leadership, executive openness and evenness and honest executive prioritisation of performance management) showed highly significant associations with procedural justice factors (objectivity, fairness, supervisory humaneness, prior standards specification and active systems for redress). No significant associations were found between immediate performance leadership and standards abundance ($H = 29.231$, $\rho = .581$). These findings support the hypothesis that performance leadership is significantly associated with procedural justice.

Follow up discriminant analysis was conducted to ascertain how important the relationship between the dependent variables is in explaining organisational differences in performance leadership. The results reported in table 3 indicate that the observed difference between organisations in immediate performance leadership is impacted on most (89.8 percent) by the accompanying practice of objectivity, prior standards specification and fairness since it is between these factors that the sharpest difference occurs (Field,

2006). From function 1 which contributes 83.5 percent, it is clear that the difference between objectivity and prior standards specification is highly significant and the sharpest ($r = .997$, $\rho = .000$ and $r = -.104$, $\rho = .000$ respectively), while at function 2 which contributes 6.3 percent, the difference between fairness and prior standards specification is significant and the sharpest ($r = -.740$, $\rho = .012$ and $r = .664$, $\rho = .012$ respectively).

Table 3: Discriminant analysis of procedural justice factors by immediate leadership

Function	% variance explained	Wilk's Lambda	Sig.	Standardised coefficients				Structure matrix			
				Objectivity	Prior standards specification	Fairness	Active redress system	Objectivity	Fairness	Active redress system	Prior standards specification
1	83.5	.075	.000	.997	-.104	.046	.025	.992	.249	.200	.064
2	6.3	.429	.012	.187	.664	-.740	-.244	.074	-.659	-.386	.512

Discriminants for executive even openness (table 4) still show the importance of objectivity ($r = .535$, $\rho < .001$) in the group differences observed. Since the sharpest difference is between objectivity and active redress system ($r = .256$, $\rho < .001$), we may conclude it is the difference between these factors that contributed significantly to the differences between the groups. Fairness ($r = .385$, $\rho < .001$) and prior standards specification ($r = .301$, $\rho < .001$) make moderate but highly significant contributions to this combination (function 1) which accounts for 57% of the effect. The relationship between fairness (.417) and prior standards specification ($-.629$), function 2 contributes 19.5% of the observed effect since this is where the sharpest difference occurs for this function which is also significant ($p = .012$).

Table 4: Discriminant analysis of procedural justice factors by executive evenness

Function	% variance explained	Wilk's Lambda	Sig.	Standardised coefficients				Structure matrix			
				Objectivity	Fairness	Prior standards specification	Active redress system	Objectivity	Fairness	Active redress system	Prior standards specification
1	57.0	.486	.001	.535	.385	.301	.256	.769	.702	.623	.421
2	19.5	.714	.802	-.494	.417	-.626	-.398	-.390	.097	-.257	.617

Discriminating procedural justice factors by prioritisation of performance management (table 5), function 1 to which objectivity ($r = .612$) was again the biggest contributor followed by fairness ($r = .521$) was significant at the $\rho = .003$. The importance of objectivity and fairness to group discrimination was confirmed by the use of structure matrix analysis which returned even larger coefficients (.82 and .76 respectively). This function contributed 71.8 percent of the observed differences between groups. Prior standards specification ($r = .309$, $\rho = .003$) contributed moderately. It is noted, however, that following the theory on interpreting discriminant function coefficients (Bargman, 1970; Bray and Maxwell, 1985 and Field, 2006) active redress system was important because with a highly significant r of $-.074$, $\rho =$

.003, it presents the sharpest difference with objectivity and it appears it is the difference between these two factors which differentiated the organisations. Supervisory humaneness may be considered important though not significant because following the discriminant analysis theory above, it can not be ignored due to its large coefficient of .785.

Table 5: Discriminant analysis of procedural justice factors by prioritisation of PM

Function	% variance explained	Wilk's Lambda	Sig.	Standardised coefficients				Structure matrix					
				Objectivity	Fairness	Supervisory humaneness	Prior standards specification	Active redress system	Objectivity	Fairness	Active redress system	Supervisory humaneness	Prior standards specification
1	71.8	.719	.003	.612	.521	.015	.309	-.074	.820	.760	.458	.093	.436
2	11.6	.905	.923	-.233	.625	.785	-.536	-.269	-.138	.339	-.110	.680	-.358

In summary, the above analyses indicate highly significant associations between immediate performance leadership and objectivity, fairness, supervisory humaneness, prior standards specification and active redress system. Highly significant associations also exist between executive evenness and openness and procedural justice as well as between prioritisation of performance management and procedural justice.

Further, the discriminant analyses point to the following significant associations;

- (a) Effective immediate performance leadership is shaped by objectivity, prior standards specification and fairness,
- (b) Specifically, objectivity jointly with prior standards specification contributes more (83.5%) to effective immediate performance leadership than fairness jointly with prior standards specification (6.3%). In the first combination, objectivity plays a bigger role (.997) relative to prior standards specification (.104) while in the second combination, fairness and prior standards specification contribute nearly similar proportions (.740 and .664 respectively).
- (c) Executive evenness and openness is shaped to a greater extent (57%) by the difference between objectivity and the existence of an active system for redress of unjust decisions. Objectivity was found to contribute more (.535) than an active system for redress (.256). Fairness (.385) and prior standards specification (.301) also make moderate contributions to this combination. The relationship between fairness (.417) and prior standards specification (-.629), function 2 contributes 19.5% of the observed effect since this is where the sharpest difference occurs for this function which is also significant ($p = .012$). This contribution is, however, not significant.
- (d) Prioritisation of performance management in organisations is significantly impacted by the relationship between objectivity ($r = .612$) and supervisory humaneness as it is in this relationship that the sharpest difference occurs (.612 - .015). The combination of objectivity ($r = .612$), fairness ($r = .521$), prior standards specification (.309) and supervisory humaneness (.015) contribute 71.8% to effective prioritisation of performance management in the organisations studied. As argued above following discriminant analysis theory, supervisory humaneness is important though not significant due to its large coefficient of .785 under function 2 which accounts for 11.6% (table 5).

Associations between leadership and perceived system orientation

The regression analysis results (table 3) indicated that immediate performance leadership explains 20.7% of perceived system orientation. Inclusion of honest executive prioritization of performance management and executive even openness into the equation (model 2), improves the explanatory power by 3.5% to 24.3%.

Table 3: Hierarchical regression of performance leadership variables on perceived system orientation: Unstandardized regression coefficients and their standard errors (Se B); standardized regression coefficients [β^i] and their t-values {in braces}

Leadership factors	Model 1	Model 2
Constant	6.150 (0.591)	4.947 (0.737)
Immediate performance leadership	0.207 (0.026) [.453] {8.045}***	1.66 (0.029) [.364] {5.650}
Executive honest prioritization of performance management		0.287 (0.105) [.178] {2.724}**
Executive even openness		0.039 (0.052) [.051] {.739}
R ²	.207	.242
R ² _{adjusted}	.204	.233
ΔR ²		.035
F	64.726***	26.162***
ΔF	64.726***	5.663***

* $\rho < .05$; ** $\rho < .01$; *** $\rho < .001$; Durbin-Watson = 2.104

From the R²adj statistics, it is clear the shrinkage from R² is 0.3% and 0.9% for models 1 and 2 respectively indicating very good generalisability. The cross validity of model 2 is also very good given that the validated value of R²adj of 0.221 is very close to the observed value of 0.233. The Durbin-Watson value of 2.104, albeit greater than 2, is still acceptable as it is very close to 2 meaning the assumption of independent errors is tenable. The F ratio for the two models is greater than 1 and highly significant (64.726 and 26.162 respectively both at the $\rho = .000$ level) meaning it has not occurred by chance and the model is far better at predicting perceived system orientation than using the mean. From the progressive shrinkage in F, it appears model 1 is a better fit than model 2.

Associations between perceived system orientation and affect

For the relationship between perceived system orientation and affect, the bivariate analysis of variance (ANOVA) was used and the results indicate that perceived system orientation had a significant effect on member affect for performance management $F(12, 236) = 5.091$; $p = .000$; $w = .5$. It can thus be concluded that there was a significant and large effect of perceived system orientation on member affect for performance management. Indeed, a simple regression of perceived system orientation on member affect for the performance management system indicates that perceived system orientation significantly explains 16.5% of affect. The generalisability of this finding is good given shrinkage of only 0.4% and the cross validity is superb given that the R²adj obtained by Stein's formula is 0.162 compared to the observed R² of 0.165, a difference of merely 0.003 or 0.3%. The F ratio is large at 48.847 and is highly

significant. The Durbin-Watson statistic of 1.562 is of the acceptable magnitude as it tends towards 2 confirming the tenability of the assumption of independent errors (that is, that the residual terms are uncorrelated) which is important for generalisation of conclusions from a sample (Field, 2006).

DISCUSSION

On the relationship between leadership and procedural justice

The lack of association between performance leadership and standards abidance in the findings above was unexpected given that immediate leadership actualizes performance management elements for direct reports through agreements of goals, standards, informal reviews and formal reviews. Hence the logical expectation was for immediate leaders to be at the front line of standards abidance. In other words, perceptions of abidance or non-abidance to standards were conceptualised to be formed in the interactions with immediate supervisors and managers. Regarding associations between the other two leadership factors (executive openness and evenness as well as prioritisation of performance management in organisations) and standards abidance, it appears top executive leadership has much more to do with standards abidance in organisations than immediate performance leaders who are usually middle managers downwards. The highly significant associations between executive evenness and openness and standards abidance as well as between prioritisation of performance management and standards abidance show that evenness, openness and prioritisation of performance management at the top levels of organisations had a lot to do with abidance to standards in them. Cast differently, if there is abidance to standards at the top levels, it would necessarily permeate to lower levels. Conversely, if the top echelons do not abide by the set standards or do not champion them and do not show a commitment to them, the lower levels are unlikely to abide and this may explain the apparent insignificance of immediate performance leadership in relation to standards abidance. This finding is in line with the literature on the functions of leadership which posits that a major role of leadership is symbolizing or living the vision and hence setting an example for others to follow (Magoola, 1995/1996; Iaccoca and Iaccoca, 1984 and Challef, 1995). From this perspective, if top executives do not symbolize abidance to standards, middle level and lower level managers will not abide. The literature on organisational justice in Africa is also supportive of these findings. Beugre (1983/2002) and Jones *et al.*, (1996) for instance found that there was placement of high premium on procedural and interactional justice by subordinates in Ivory Coast and Botswana respectively where managers showing respect, courtesy, consideration, shaking hands with subordinates, seeking subordinates' inputs, empathizing with subordinates in personal problems and allowing subordinates to challenge unfair decisions (active redress in this study) were rated as most effective by subordinates.

From the above analyses, highly significant associations were found between immediate performance leadership and five out of the six procedural justice factors (specifically objectivity, fairness, supervisory humaneness, prior standards specification and active redress system) as well as between procedural justice and two of the three performance leadership factors (executive evenness and openness as well as prioritisation of performance management). These findings are in line with the leadership literature which posits that leadership engenders participative and open communication systems (Kouzes and Posner, 1987; Kanter, 1983/1989; Sayles, 1993; Magoola, 1995/1996; Barret, 1998; Hughes *et al.*, 1999 and Senge, 1999). For procedural justice requirements of consultation; listening to subordinates through two way communication channels and availing employees avenues for challenging and rebutting unfair evaluations to occur (Cropanzano and Greenberg, 1997; Williams, 1998 and Bolino *et al.*, 2002) participative and open communication systems are a prerequisite. Further, from the discriminant analyses, the establishment of the magnitude of contribution of various procedural justice factors to specific performance leadership variables is instructive. First, specification of the nature of the links between effective performance leadership and procedural justice has been done. Secondly, most studies use ANOVA (Field, 2006) yet multiple ANOVA tests, using one dependent variable at a time bias the results (Sekaran, 2000). By using MANOVA, this study circumvented this bias by simultaneously testing all the dependent variables. Moreover MANOVA generates additional important information regarding

relationship between dependent variables (Field, 2006) as demonstrated by the findings of this study. An additional contribution of this study was following up significant MANOVA with discriminant analysis enabling the identification of the dependent variables that contribute to the concrete manifestation of the independent variables of interest. From the discriminant analysis findings, linear models that highlight the magnitude of the contribution of each procedural justice factor's contribution to the effectiveness of performance leadership can be constructed. It is thus possible to construct specific models for the contribution of procedural justice factors to effective performance leadership in organisations;

- (a) For contribution to immediate performance leadership, two models can be constructed; Model 1 corresponding to function 1 which was found to significantly contribute 83.5% ($p = .000$),

may be constructed in the following terms; $V_1 = b_0 + b_{1objectivity} + b_{2priospec} + b_{3fairness} + b_{4activedress}$, Where b_0

is the intercept and the b-values are the weights of the relative contribution of each dependent

variable. Hence in concrete terms from the findings of this study, the two models are;

Model 1 from function 1: $V_1 = b_0 + .997_{objectivity} + .104_{priospec} + .046_{fairness} + .025_{activedress}$

Model 2 from function 2, contributing 6.3% ($p = .012$) is;

$V_2 = b_0 + .740_{fairness} + .664_{priospec} + .244_{activedress} + .187_{objectivity}$

- (b) On executive openness and evenness, one function accounting for 57% was significant at the .001 level hence; $V_1 = b_0 + .535_{objectivity} + .385_{fairness} + .301_{priospec} + .256_{activedress}$

- (c) For prioritisation of performance management, one function accounting for 71.8% was significant at the .003 level hence; $b_0 + .612_{objectivity} + .521_{fairness} + .309_{priospec} + .015_{humaneness}$

The above models have theoretical, empirical research and practical management implications. Theoretically, they specify the contribution of particular procedural justice factors to the effectiveness of particular performance leadership factors. As a pointer to further research, the models can be empirically tested and this may lead to further theorization. The good generalisability and cross-validity of the models means they can be replicated using different samples (Field, 2006). Lastly, the models may be used in implementing practical management interventions in organisations as they may inform management practitioners on some of the procedural pathways to effective performance leadership.

The performance leadership-perceived system orientation regression analysis (table 3) indicated that immediate performance leadership explains 20.7% of perceived system orientation and prioritization of performance management together with executive evenness and openness explains only 3.5%. The first model apart from explaining a bigger proportion of the effect of leadership on member perceptions about performance management practice was found to be a better fit than model 2 meaning immediate performance leadership is more important in shaping member perceptions of performance management. The additional finding that perceived system orientation has a significant and large effect on member affect for performance management practice points to the importance of lower and middle management in shaping member perceptions and hence the success of performance management. Arguably, workplaces that have effective lower and middle managers are strongly advantaged regarding successful performance management and may have an advantage over competitors. Since organisational success in part depends

on successful performance management and national success is an aggregate of organisational success as argued in the introduction to this paper, it is arguable that a movement from performance management to performance leadership is an important step in Africa's development agenda. This may be done by tailoring training and development programmes to the growth of lower and middle level leadership hence creating leadership ecologies (Senge, 1999) in Africa's organisations. An important element in these programmes may be an emphasis on the centrality of organisational justice, specifically procedural justice. Yet, following Gatley *et al.* (1996), this may have to begin with social justice at national level as injustice at that level necessarily spills into organisations.

CONCLUSION

This paper explored three different associations theorised to lead positive member perceptions and affect regarding performance management practice. These associations are performance leadership and procedural justice, performance leadership and perceived system orientation and performance leadership and member affect for performance leadership practice. The findings pointed to a specification of the linkages between particular performance leadership and particular procedural justice factors. Using discriminant analysis, the magnitude of the significant contribution of each procedural justice factor to each leadership factor has been established. Combining the three levels of associations (performance leadership-procedural justice; performance leadership-perceived system orientation and perceived leadership-member affect), it is argued that for organisations in Africa to excel, it appears they have to begin by paying particular attention to creating leadership ecologies particularly at lower and middle levels and the promotion of organisational justice, particularly procedural justice.

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