

ORGANISATIONAL CULTURE AND EMPLOYEE PERFORMANCE IN
KALANGALA DISTRICT LOCAL GOVERNMENT

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DECLARATION

I **Barbara Nambuya**, the undersigned, declare that this is my original work and has never been submitted for any award of degree or any other qualification in any university. Any material which is not my original work, the authors have been acknowledged.

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APPROVAL

This is to certify Barbara Nambuya that this research dissertation entitled “*organizational Culture and Employee Performance with a case study of Kalangala District Local Government*” has been done under my supervision and now ready to be submitted to the University Board of examiners with my approval as the candidate’s University Supervisor- Kampala International University.

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ABSTRACT

Every organisation has its own specific way of doing things, developed norms and procedures over time, different atmosphere and feeling and this is the organisation culture. Organisation culture develops overtime to cope up with such dynamic changes and meet the varying demand of employee expectations and satisfaction which in turn influence the employee's performance. The study analyses the influence of organisation culture on employee's performance with a focus on Kalangala District Local Government (KDLG). It has offered recommendations on what can be done to achieve optimum performance while adopting the right culture. The study employed a descriptive research design with the target population comprising of a random sample of 127 members of staff from the organization at different levels. The data has been collected using questionnaires, interview guides and focus group discussions and analysed using a 5 point likert scale, to determine whether organisation culture really affects the employee's performance. The researcher has provided an introduction letter from the university as assurance that the information would be treated with maximum confidentiality, as reluctance to provide some personal information was an anticipated limitation of the study. Collected data was analysed using SPSS software and data represented in graphs, charts and tables for better understanding and interpretation. Since employee's performance is one of the important factors for competition in this global market, the purpose of this study is to explain the effect of the four elements of Organisation culture namely; organisation values, management styles and work processes to the employee's performance. The results of this study suggest that managers should focus on the factors that have a significant effect on employee performance, if they want to enhance their service delivery.

The sophisticated and extensive nature of the research added value to the organization studies discipline by providing an important qualitative perception towards organizational culture and employee performance and initiated further discussions to create an effective framework between organizational culture and its impact on performance.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter contained the background, purpose of the study, research objectives, research questions, scope of the study, and significance of the study.

1.1 Historical perspective

Governments worldwide are under pressure to improve their service and to control their costs. 'National, state, county, municipal and public agencies in almost all the countries in the world are encountering some sort of fiscal squeeze' (Cokins 2002, pp.1-2). The rise of public voices towards accountable and efficient government has influenced most government in the world to implement Performance Management System (PMS) that cater to the needs of the citizens. Nevertheless, the lack of comprehensiveness in terms of implementation and its practices have caused the failure of the system (Niven, 2002).

Martins and Martins (2003, p 382) states that "one specific result of a strong culture should be a lower employee turnover". This is due to the fact that when organisational members agree about what the organisation stands for, the end results are cohesiveness, loyalty and organizational commitment (Martins & Martins, 2003). With a strong organizational culture, employees do things because they believe it's the right thing to do and feel they'll be rewarded for their actions. However, if the leadership team lacks integrity or squelches diversity, powerful cultures can morph into cults, cliques, castes and insider clubs.

A weak culture, on the other hand, mean the opposite of a strong culture, in other words, organisational members do not subscribe to the shared beliefs, values and norms (O'Reilly et al, 1991). Organizational members in a weak culture find it difficult to identify with the organisation's core values and goals (Wilson, 1992). As a result components or different departments within such an organisation uphold different beliefs that do not necessarily address the core goals of the organization. Weak cultures have a negative impact on employees because

they are directly linked to increased turnover (Harrison, 1993). In essence, the fundamental strength of the organization's culture is determined by how weak or strong it is.

Culture is a universal phenomenon as there is no society in history without a culture. But culture varies from one society to another. Studies of formal organizations in both Western and non-Western societies have shown the implications of varying cultures for 'organizational operations and performance'. Multinational organizations operating in different cultural contexts have become increasingly sensitive to the potential impact of the culture of a host country on organizational performance. (Brown 1973, and Hofstede 1991).

Tayeb (1988) conducted a systematic study of culture and work attitudes among Indian and English employees. In this comparative study, Tayeb found that Indian and English workers were similar with regard to honesty, tolerance, friendliness, attitudes to change, attitude to law, self-control and self-confidence, and acceptance of social differentiation. The two samples were similar with respect to trust in their colleagues, individualism, and commitment to their organization. For the English employees, both 'intrinsic' and 'extrinsic' aspects of their jobs were important. To the Indians, intrinsic aspects of the jobs were given greater significance. The English have less fear of, and respect and obey, their seniors and those in the position of power than the Indians. The English cope better with ambiguity and uncertainty, are more tenacious, more independent, less emotional, less fatalistic, more arrogant, more reserved and care more for other people. Also, English employees communicate with each other to a far greater extent than do the Indian employees.

In recognition of the fact that culture varies from one society to another, George and Jones (1996) came up with the concept of 'National Culture'. He developed four organizational cultural types and linked these types to national culture. The four types of organizational culture includes: Family, Eiffel Tower, Guided Missile and Incubator. *Family organization culture* is a power oriented corporate culture where the leader is viewed as an informal and caring parents who understands what is best for his/her subordinates, and takes care of them. There are a number of countries with organizations that display this culture most often, Japan, France, India etc. *Guided Missile culture* is characteristically egalitarian who roles are not carved in stone, and teams or project groups are common throughout the organization. This culture is very task

focused and impersonal. Members of the organization must do whatever it takes to meet planned objectives. The value placed on traditionally male or female (as understood in most Western cultures). In so-called masculine' cultures, people (whether male or female) value competitiveness, assertiveness, ambition, and the accumulation of wealth and material possessions. Guided Missile cultures are mostly often found in United States, Canada, and the United Kingdom.

Eiffel Tower culture is a function of Weber's traditional bureaucracy. There is a rigid hierarchical, a specific and comprehensive division of labor and all developments are planned. As such change is not attractive and is often resisted in this culture. In so-called feminine' cultures, people (again whether male or female) value relationships and quality of life. Trompenaar's research indicates that the Eiffel Tower culture is most evident in Denmark, the Netherlands and African Countries.

The organizational culture prevailing in Uganda Local Government is geared at assisting in the implementation of the policy of decentralization, which is the current governance system operating. The policy of decentralisation aims at taking services near to the people. Thus the culture in Local Government is for ensuring that all officers (both political and technical) in the service of the organization perform their duties diligently and at all times making sure that the community needs are satisfied. Thus the organizational values that are openly expressed here are accountability for public funds, creating value for money, teamwork, participatory planning and decision-making processes, top-bottom supervision and bottom-up reporting system. On critical observation of the organizational culture pertaining in Local Government, it reveals the three levels of culture that Schein (1992, p.17) talks about and the sub-cultures, which Wood et al (2001, p.393) identify.

The three levels of culture according to Schein are the „artifacts, espoused values and basic underlying assumption“. The artefacts in Local Governments can be viewed from the organizational structure whereby the members are clearly demarcated into departments. Each department has specific roles to play towards the achievement of the ultimate organizational objective of giving services to the people. The organization also involves new staff members in certain rituals and ceremonies such as orientation programs and induction courses, which serve

as a forum for indoctrinating them into the culture of the organization. In these courses, various high caliber people in the organization lecture to new members so as to emphasise the importance of the culture that is governing the organization.

For the past number of decades, most academics and practitioners studying organisations suggest the concept of culture is the climate and practices that organisations develop around their handling of people, or to the promoted values and statement of beliefs of an organisation (Schein, 2004). Schein (2004) highlights that ‘the only thing of real importance that leaders do is to create and manage culture; that the unique talent of leaders is their ability to understand and work with culture; and that it is an ultimate act of leadership to destroy culture when it is viewed as dysfunctional.

Culture therefore gives organisations a sense of identity and determines, through the organisation’s legends, rituals, beliefs, meanings, values, norms and language, the way in which ‘things are done around here’. An organisations culture encapsulates what it has been good at and what has worked in the past. These practices can often be accepted without question by long-serving members of an organisation. One of the first things a new employee learns is some of the organisation’s legends. Legends can stay with an organisation and become part of the established way of doing things. Over time the organisation will develop ‘norms’ i.e. established (normal) expected behavior patterns within the organisation. A norm is defined as an established behaviour pattern that is part of a culture.

Schein (1990) emphasizes that there are visible and invisible levels of corporate culture. The invisible levels of the ‘culture iceberg’ include underlying values, assumptions, beliefs, attitudes and feelings. Often, change strategies focus on the visible levels. Deal and Kennedy (1982) emphasise the more visible levels of culture (heroes, rites, rituals, legends and ceremonies) because it is these attributes they believe shape behaviour. But it is the invisible levels that may be of more interest to public sector organisations in terms of their influence in progressing or impeding organisational change.

Organisational culture, then, is made up of more ‘superficial’ aspects such as patterns of behaviour and observable symbols and ceremonies, and more deep seated and underlying values, assumptions and beliefs. Some proponents argue that organisational culture can be changed by

focusing on the more visible aspects such as rites and rituals, as these help shape behaviour. However, others argue that this is a misunderstanding of culture and that the 'deeper' aspects of culture such as beliefs and feelings must be taken into account when considering organisational culture and potential changes to culture.

The main source of organisational culture is the organisation's leadership. Leadership in this context refers to the influential individuals, often the founders who have a major impact on the creation of the organisation's early culture (Schein, 1985). According to Brown (1998, p 48) "in building their organisations founders tend to impose their beliefs and values about the nature of the world, organisations and human nature on other organisational participants". This suggests that the founders of the organisation, created the organisational culture.

Martins and Martins (2003, p 385) indicate that the founders of an organisation follow the following ways in their process of culture-creation: Firstly, founders only appoint and keep employees who think and feel the way they do; Secondly, they indoctrinate and socialise these individuals to their way of thinking; Finally, the founders' own behaviour act as role model that encourages employees to identify with them, thereby internalising their beliefs, values and assumptions; Organisational culture is therefore, not created accidentally or spontaneously but through founders who have specific values and beliefs in their endeavour to realise their vision and goals. In order to keep the organisational culture alive, the organisation has to ensure that its culture is transmitted to organisational members (Martins & Martins, 2003)

1.1.2 Theoretical Perspective

Three theories have been advanced by the researcher to explain the link between organizational culture and employee performance.

Herzberg Two Factor Theory

The two factor theory developed by Fredrick Herzberg which became fruitful during 1950s could also under pin this study. He argues that Hygiene factors extrinsic in nature which include wages, salaries, employee benefits, and interpersonal relations, working conditions, job security, company policies and administration. Robbins et al (2010). The theory further stipulated that

hygiene factors do not motivate but only prevent dissatisfaction on the part of the concerned person. Herzberg further argues that motivation factors relate to the job content and are intrinsic to the job which include job its self, recognition, achievement, responsibility, growth and advancement.

Herzberg (1959) two factor theory argue that employees are motivated by internal values rather than values that are external to the work. In other ward, motivation to work is internally generated and is propelled by variables that are intrinsic to the work which include achievement, recognition, the work itself, responsibility, advancement, and growth. Conversely certain factors induce dissatisfying experiences to employees and these factors largely result from non-job related variables also called extrinsic variables. These are company policies, salary, coworker relationships and supervisory or management styles, work environment (Armstrong, 2009). This theory is relevant to this study in that it recognizes that employees have two categories of needs that operate in them and that both should be addressed.

Theories of motivation can be divided to explain the behavior and attitude of employees. These include content theories, based on the assumption that people have individual needs which motivate their actions, and theorists such as Maslow (1954) , and Herzberg (1966) are renowned for their works in this field.

Schein's theory of organisational culture

Schein's model of organizational culture is not only one of the most cited culture models but also one that serves a high degree of abstraction and complexity reduction. It mainly consists of three domains: basic underlying assumptions, espoused values, and artifacts. She distinguishes between observable and unobservable elements of culture. It therefore becomes clear that there is a certain hierarchy between these domains. Visible behaviour influences and is influenced by unobservable assumptions through rules, stand Artifacts are the surface level of an organizational culture, tangible, easily seen and felt manifestations such products, physical environment, language, technology, clothing, myths and stories, published values, rituals and ceremonies, etc.

Espoused beliefs and values are the next level of organisational culture, including strategies, goals, shared perceptions, shared assumptions, norms, beliefs and values instilled by founders and leaders.

Basic underlying assumptions are the base level of organisational culture, and are the deeply-embedded, unconscious, taken for granted assumptions that are shared with others. Any challenge of these assumptions will result in anxiety and defensiveness.

The most visible symbols should not be the only aspects used to interpret culture, due to the ease with which they can be misinterpreted. Focusing only on visible symbols will result in a failure to grasp the underlying basic assumptions that are fundamental to understanding the culture. Similarly, it is important to recognize that even espoused beliefs and values may only reflect the aspirations of a culture, and not the actuality.

Theory X and Theory Y

McGregor developed a philosophical view of humankind with his Theory X and Theory Y in 1960. His work is based upon Maslow's hierarchy of needs theory, in that he grouped the hierarchy into lower-order needs (Theory X) and higher-order needs (Theory Y). He suggested that management could use either set of needs to motivate employees, but better results would be gained by the use of Theory Y, rather than Theory X. These two opposing perceptions theorized how people view human behavior at work and organizational life. With Theory X assumptions, management's role is to coerce and control employees to perform since; People have an inherent dislike for work and will avoid it whenever possible, secondly People must be coerced, controlled, directed, or threatened with punishment in order to get them to achieve the organizational objectives, thirdly people prefer to be directed, do not want responsibility, and have little or no ambition and finally people seek security above all else.

With Theory Y assumptions, management's role is to develop the potential in employees and help them to release that potential towards common goals since employees view; Work as natural as play and rest, secondly People will exercise self-direction if they are committed to their own objectives, thirdly people are committed to objectives since it is a function of the rewards associated with their achievement, fourthly people learn to accept and seek responsibility,

creativity, ingenuity, and imagination are widely distributed among the population therefore people are capable of using these abilities to solve an organizational problem and finally that people have potential to propel the organizational performance. Intellectual creativity cannot be 'programmed' and directed by Management programs but through proper impartation of cultural values of personal responsibility and accountability. This kind of intellectual contribution to the enterprise cannot be obtained by giving orders, by traditional supervisory practices, or by close systems of control. Even conventional notions of productivity are meaningless with reference to the creative intellectual effort.

The study will mainly focus on Maslow theory, people are motivated to work hard by five basic needs that appear in hierarchical order (Tibamwenda, 2010) and these are physiological, safety, esteem and self actualization. In order to understand people's behavior at work, managers or supervisors must be aware of the concept of needs or motives, which will help 'move' their staffs to act. Motivation is a needs-satisfying process which means that when an individual's needs are satisfied or motivated by certain factors, the individual will exert superior effort toward attaining organizational goals. The theory discusses better how employees should be managed so as to get performance out of them. It clearly states management role towards employees. Lastly all the other theories seen above have their discussion from Maslow's.

1.1.3 Conceptual perspective

The independent variable in this study is Organizational Culture; its basic definition is necessary, Martins and Martins (2003, p 380) state the general definition of organisational culture as "a system of shared meaning held by members, distinguishing the organisation from other organisations".

In relation to the above definition, Arnold (2005, p 625) indicates that "organizational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organisation its distinct character". Values are deeply held beliefs about ideas, persons, or objects. Attitudes indicate what things we feel favorable or unfavorable about. Interest indicates the degree to which we seek out or participate in a particular activity, objects and ideas. (AMIN 2005) These two definitions suggest that organisational culture distinguishes one organisation

from another organisation. Therefore, organisational culture is to an organisation what personality is to an individual (Johnson, 1990).

Linking up with the above definitions, Schein (1985, p 9) also defines organisational culture as “a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”. This description highlights that organisational culture is created assumptions, which are accepted as a way of doing things and are passed on to new members of an organisation. For new employees this would mean adaptive behaviour within the organisation that leads to new belief systems. This new and adaptive behaviour instilled through organisational values and beliefs are associated with rituals, myths and symbols to reinforce the core assumptions of organisational culture (Hofstede, 1991).

However, this pattern of values, norms, beliefs, attitudes, principles and assumptions may be unwritten or non-verbalised behaviour that describe the way in which things get done; to give the organisation its unique character (Brown, 1998).

Given the various definitions of organisational culture which were discussed in this section, the adopted and relevant definition for this study is stated by Harrison (1993, p 11) as the “distinctive constellation of beliefs, values, work styles, and relationships that distinguish one organisation from another”. In other words, organisational culture includes those qualities of the organisation that give it a particular climate or feel.

On the other hand the dependent variable in this study is employee Performance which refers to the ability (both physical & psychological) to execute a specific task in a specific manner that can be measured as high, medium or low in scale. The word ‘performance’ can be used to describe different aspects such as societal performance, organizational performance, employee performance, and individual performance etc. Researchers (Roe, 1999; Campbell, McCloy, Oppler, & Sager, 1993; Campbell, 1990; Kanfer, 1990) tend to identify two dimensions of performance: an action dimension (i.e. behavioral aspect) and an outcome dimension (i.e. performance aspect). Here, the behavioral aspect of performance is assumed to be matched with

work situation and job specifications. Then this selective behavioral aspect turns into a means of achieving organizational goals and objectives that is the outcome dimension or performance aspect. Although there is a range of behaviors that could be used for measuring performance, Motowidlo, Borman, & Schmit (1997) emphasize judgmental and evaluative processes that take a great deal along with action itself while defining performance.

The degree of an achievement to which an employee's fulfill the organizational mission at workplace is called performance (Cascio, 2006). Performance has been perceived differently by various researchers, but most of the scholars relate performance with measurement of transactional efficiency and effectiveness towards organizational goals (Stannack, 1996; Barne,)

Given the various definitions of employee performance this study shall adopt the ability (both physical & psychological) to execute a specific task in a specific manner that can be measured as high, medium or low in scale, to fulfill the organizational mission at workplace. There is measurement of transactional efficiency and effectiveness towards organizational goals.

1.1.4 Contextual perspective

Kalangala district local government for quite long has been known as hard to reach district this is because of its unique nature of being surrounded by water and it is divided into a number of islands around 84 of them. This aspect makes it hard to attract good employees or even some professionals like doctors. Efforts have been put in place by government to attract employees for example by introducing hard to reach allowance which at least helped to attract some employees. However in some departments serve shortly and then they leave.

This unique nature of kalangala district has made it to develop a rather unique behavior given the fact that most employees are attracted from other district thus has led to a tendency of employees traveling for work on Mondays to stay in the district till Friday then leave on that day. Efforts have been made to eliminate this behavior so that there is effective work done on Monday and Friday, as well stipulated in Uganda's public servants standing orders however, it all seems not to be very fruitful. Kalangala District Local Government can be seen in the category of weak organizational culture that is, the organization's core values are not held strongly nor shared widely. This suggests that organizational members do not accept shared values so as to become

committed to them. Here the organization doesn't have great influence on the behavior of organizational members, as in strong cultures which are powerful levers for guiding the behavior, and enable the organization to achieve a high performance based on goal alignment, high level of employee motivation, and ability to learn from the past. The absence of the above benefits of strong organizational culture has resulted in employee turnover. This is due to the fact that employees don't stand for organization thus lack of cohesiveness, loyalty and organizational commitment. It is against such a background that this research is being conducted to find out the relationship between organization culture and employee performance.

1.2 Statement of the Problem

This study is being conducted to determine the current status of the organizational culture regarding leadership and recognition; what needs to change and if the change is possible in employees of KDLG. There are many factors that are included in an organization's culture; however there are some that are more influential than others such as leadership, trust, reward and recognition, and feelings of safety and security. When these factors are threatened, employees begin to lose morale and performance and satisfaction rates can decrease, causing an inefficient and ineffective organization. The researcher will determine which of those factors could be identified as the most important, and what can be done to restore the culture to one that is satisfying and effective, if possible.

Kalangala District Local Government experiences some employee turnover. Factors contributing to this turnover most often relates to inappropriate behavior on the behalf of the leaders, feelings of mistrust, and feeling unappreciated. Due to the nature of the issues, there has been a significant amount of mistrust, anxiety, and fear on the part of the employees and also lack of employee performance and happiness.

The consequences that have developed because of these issues have created a wounded organizational culture. Employees in any organization must be able to feel that they can trust the people in leadership roles, and in these stores, that component is seriously lacking. If the issues are not addressed and some changes made, the local government will experience more

turnover, which will increase costs (for recruiting, hiring and training new employees) and decrease performance and productivity (until, and possibly long after, training is completed).

Another issue is that within the local government there is not a specific policy regarding recognition and rewards. This may cause employees to feel as though they are taken for granted and may lead to a decrease in employee performance and/or satisfaction. At times when recognition and reward giving is done it's in a corrupt way, that is tribalism or nepotism are elicited in this. Therefore, this study is being conducted to determine the current status of the Organizational culture, what needs to change, if the change is possible.

1.3 Purpose of the Study

The purpose of the study was to investigate the organizational culture and employee performance in Kalangala District Local Government.

1.4 Research Objectives

1. To examine the relationship between organization culture and employees performance.
2. To determine the influence of organizational culture attributes on employee performance.
3. To find out key staff values/norms at Kalangala District.
4. To find out the solutions to challenges of organizational culture and employee performance.

1.5 Hypotheses

H₁: There was an evidence of a positive significant relationship between the organizational culture attributes and employee performance

H₂: There was an evidence of a positive significant relationship between organization culture and employees performance

H₃: There was an evidence of a positive significant relationship between the key staff values/norms and Kalangala District.

1.6 Significance

The study's findings will contribute to local governments of Uganda since they employ many employees at all levels. They are the mainstay of most economies in the third world especially

when we look at employment and the impact they have on development of those countries. With current conditions, like high employee turnover and slow economic growth, facing the established local governments, the main goal of this research is to determine what type of organizational culture keeps employees committed to an organization and practice to best of their ability thus creating a high employee performance.

This research will show what is expected by employees in terms of organizational culture, being satisfied with their job and being committed to an organization.

It will also add value to organizational culture studies being a guide for current and future leaders in their struggle with retaining employees through job satisfaction. Retaining skilled employees is needed to survive and be competitive in local, regional and international governments.

The significance of this study is to determine the extent that an organization's culture has on the employees that perform within it, and what factors contribute to the overall culture. Based on the climate study conducted in Kalangala Local Government, those factors will be identified and determinations made regarding the status of those factors in relation to the employees involved

1.7 Scope of the study

1.7.1 Content Scope

Organisational culture, the adopted definition for this study is stated by Harrison (1993, p 11) as the “distinctive constellation of beliefs, values, work styles, and relationships that distinguish one organisation from another”. In other words, organisational culture includes those qualities of the organisation that give it a particular climate or feel. As a result the distinct qualities of an organisation may manifest through four dimensions, namely power, role, achievement and support (Harrison, 1993). Given the various definitions of employee performance this study adopted, the ability (both physical & psychological) to execute a specific task in a specific manner that can be measured as high, medium or low in scale, to fulfill the organizational mission at workplace. There is measurement of transactional efficiency and effectiveness towards organizational goals. This study was mainly focus on the theory advanced by Maslow to explain the link between organizational culture and employee performance.

1.7.2 Geographical Scope

The study was covered in Kalangala which is a district in southern Central Uganda. It was mainly done at the district headquarters, Kalangala town council and one sub-county namely Bujumba. This is because am well known in this area, since am one of the staff there, this would help me easily have access to people to do research on. Secondly, this area was easily accessible to me, so was cost effective as well. Thirdly, it would enable me to do my official duties as well as get some time for research, for example it was easy to conduct L.C.3 council, sub- county staff meetings and at the end of it request them to fill in the questionnaire or carry out an interview or a focus group discussion.

1.7.3 Time scope

The study was cover the period from 2011 to 2014 to find out the organization culture of employees and factors that contribute to the overall culture

1.8 Definition of Terms

Leadership: refers to an observable set of skills and abilities that are useful whether one is in the executive suite or on the front line. And any skill can be strengthened, honed, and enhanced, given the motivation and desire, the practice and feedback, and the role models and coaching"

Culture refers to a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Performance: refers to the execution of an action, or something to be accomplished, the fulfillment of a claim, promise, or request, implementation.

Satisfaction: The use of the word satisfaction as it applies in this case means the fulfillment of a need or wants a source or means of enjoyment.

Recognition: refers to an external motivator that applies to everyone, it is a mind-set as a way of relating to your employees on a daily basis

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

Organizational culture increasingly gained recognition in both the academic and public circles. Much attention and debates have been focused on the way it relates to employee performance. In this chapter, the concepts of organizational culture, employee performance and their relationship with each other are examined.

2.1 Organizational Culture

Organizational culture refers to the shared perceptions of organizational work practices within organizational units that may differ from other organizational units (Van den Beg & Wilderom, 2004). It is the interdependent set of shared values and ways of behaving that are common to the organization and tend to perpetuate themselves. (Kotter & Heskett 1992 cited in Ogaard Larsen, & Manburg, 2005). Schein (1992) defines it as a pattern of basic assumptions invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration. At the deeper and less visible level, culture refers to the values that are shared by the people in a group and that tend to persist over time even when group membership changes. At the more visible level, culture represents the behavior, patterns or style of an organization that new employees are automatically encouraged to follow by their fellow employees.

Organizational culture is shared beliefs and values within the organization that helps to shape the behavior patterns of employees (Kotter and Heskett, 1992). Gordon and Cummins (1979) define organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. Hosftede (1980: 25) summarizes organization culture as collective process of the mind that differentiates the members of one group from the other one. Thus the above concept asserts that organizational

culture could be the means of keeping employees in line and exhilarating them towards organizational objectives.

Early organization behavior researchers (Peters and Waterman, 1982; Deal and Kennedy, 1982; and Pascale and Athos, 1981) find the unambiguous links between culture and organizational performance. These cultural values are consistent with organizational chosen strategies that led to successful organizations. Although the relationships between organizational culture and employee performance have been widely accepted, some researchers (Willmott, 1993; Legge, 1994; and Ogbonna, 1993) raise concerns about the relations. Thus Gordon and DiTomaso (1992) and Denison (1990) argue that culture characteristics might affect performance but restricted or conditioned to the specific context. They further argue that culture may lead to higher performance if it fits with changes of environmental factors within the context. Recently, researchers argue that cultural traits cannot be copied and therefore it could be source of organizational sustainability. Resource-based view (Barney, 1986 and 1991) suggests that sustainability depends on the values, rarity and sustainability of the culture concerned. Overall, the aim of the literature review is to examine the existing research to explore the links between culture and performance.

Schein (1990) states that culture can be defined as: A pattern of basic assumptions, (b) invented, discovered, or developed by a given group, (c) as it learns to cope with problems of external adaptation and internal integration, (d) that has worked well enough to be considered valid and therefore, is to be taught to new members as well (f) correct way to perceive, think and feel in relation to those problems; A pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide those terms of behavior in the organization (Desh pande and Webster, 1989)

Culture is comprised of the assumptions, values, norms and tangible signs (artifacts) of organization members and their behaviors. Members of an organization soon come to sense the particular culture of an organization. Culture is one of those terms that re difficult to express distinctly, but everyone knows it when they sense it for example, the culture of a large profit corporate organization is quite different from that of a hospital which is quite different from that

of a University. One can tell the culture of an organization by looking at the arrangement of furniture, what they brag about, and what members wear.

Strong cultures have a great influence on the commitment of staff. Religious organizations, cults, sporting teams and Japanese companies are examples of organizations with strong cultures. In large organizations, there are often sub-cultures which are shaped by the different circumstances and values within the smaller departments and teams within the organization. The core or dominant culture of an organization is modified and added to by the values within these sub-sectors

Organizational Culture affects the way in which people consciously and subconsciously think, make decisions and ultimately the way in which they perceive, feel and act (Lok & Crawford, 2004; Hansen & Wernerfelt 1989; Schein, 1990). Schein (1992) proposed three levels of organizational culture. These are basic underlying assumptions, values, artifacts and behavior. Organizational culture can be described as bureaucratic, role task or control oriented (Lashley 1999; Ninsiima, 2003).

Organizational culture has in the last two decades drawn a lot of focus from researchers for various reasons; some of these reasons include the noticeably direct effect it has on the performance, survival and longevity of an organization (Zineldin 2005). Lok & Crawford, 2004 also suggested that organizational culture can exert considerable influence in organizations particularly in areas such as performance and commitment.

In order to meet the organizational objectives and achieve competitive advantages, all organizations are thriving to recruit highly performing individuals. On the other hand, individuals need supportive organizational culture to help them reach organisational objectives. Therefore, an organization is a consciously coordinated system where characteristics of individuals, groups interact with each other and effective interaction among them highly depends on organizational culture that shapes the individual performance (Kozlowski & Klein, 2000) and in most of cases high performers are more appreciated and promoted than low performers (Cross et al., 2000). As a result evaluation of employee performance basically depends on the factors like performance appraisals, compensation, employee recognition, employee motivation, training

and development, job security, flexible time system, organizational structure, employee satisfaction etc.

A strong organizational culture supports adaptation and develops organization's employee performance by motivating employees toward a shared goal and objective; and finally shaping and channeling employees' behavior to that specific direction should be at the top of operational and functional strategies (Daft, 2010). A firm's mission reflects its ultimate long term objective which is accomplished by conducting integrated operational and behavioral activities. A firm's performance improves if it has a clear sense of purpose and commitment towards its mission. Successful and well performed organization defines its organizational goals as the report card of forthcoming (long term) future (Ohmae, 1982; Mintzberg, 1987; Hamel and Prahalad, 1994).

Along with others, shared value of employees is one of the basic components of organizational culture (Smit and Cronje, 1992; Hellreigel et al., 1998). Schein (1994) clarifies that value which is a set of social norms that define the rules or framework for social interaction and communication behaviors of society's members, is a reflection of causal cultural assumptions. Individuals who hold similar values may feel and interpret situations and events similarly (Meglino, Ravlin, & Adkins, 1989) which can reduce uncertainty (Schein, 1985), role ambiguity, and conflict (Fisher and Gitelson, 1983), allow for the accurate prediction of other's behavior (Kluckhohn, 1951), and make successful interpersonal interactions more likely (Meglino et al. 1989). Academics and practitioners argue that the performance of an organization is dependent on the degree to which the values of the culture are widely shared (Peters and Waterman, 1982; Deal and Kennedy, 1982; Denison, 1990; Ouchi, 1981; Pascale and Athos, 1981 and Kotter and Heskett, 1992). Similarly, it is widely argued that shared and strongly held values enable management to predict employee reactions to certain strategic options and by reducing these values, the consequences maybe undesirable (Ogbonna, 1993).

2.2 Employee Performance.

Employee performance is defined as employees' active acceptance, involvement and dedication towards achieving the organizational goals. It is the ability of the employees to execute their responsibilities as per highlighted in their job descriptions. While endeavoring to accept

organizational values and goals and to work towards achieving them, to be fully involved and participate in all the activities both work and non-work related of the organization, and to dedicate time and effort towards the betterment of the organization (Muthuveloo & Rose, 2005).

Meyer and Allen (1991) give three dimensional constructs of performance which are affective, normative and continuance which is sometimes labeled calculative performance (Iverson & Buttigieng, 1999). Affective performance refers to the employees' emotional attachment to, identification with and involvement in the organization (based on positive feelings or emotions towards the organization). Employees with a strong affective performance continue their organizational membership because they want to do so (Gautam, Van Dick & Wagner, 2004).

Continuance commitment refers to commitment based on the costs that the employee associates with leaving the organization (Meyer & Allen, 1997; Hrebiniak and Allutio (1972) cited in Gautam Van Dick and Wagner (2004) argued that continuance performance refers to the continued membership in an organization because of two reasons: perceived cost of leaving the organization such as reduction in pay, pension benefits or facilities and second due to the lack of alternative job opportunities. Continuance performance ensures that employees do not resort to exit in response to their dissatisfaction and ensue that organization members remain in their organization despite being dissatisfied or discontented (Appelbaum, et al, 2004). This may be because such employees are likely to resort to loyalty or neglect as the response to their dissatisfaction.

Normative performance on the other hand refers to an employee's feeling of obligation to remain with the organization (based on the employees having internalized the values and goals of the organization) (Meyer & Allen, 1997). Normative commitment means internalized pressure or feeling of obligation to continue employment due to work culture and other socially accepted norms. (Gautam, Van Dick & Waner, 2004).

2.3 Performance

Performance refers to doing or executing any task. It is usually evident from the output and the quality of such output and vigor (Meyer and Allen (1997)).An Organization therefore has a big role of ensuring that employees can perform their tasks in accordance with established specifications to serving the organization.

Organizational Culture and Performance in Kalangala District

Peter Mbabazi mbabazize et al (2014) the organizational culture prevailing in Kalangala Local Government is geared at assisting in the implementation of the policy of decentralization, which is the current governance system operating in Uganda. The policy aims at taking services near to the people. Thus the culture in Kalangala Local Government is for ensuring that all officers (both political and technical) in the service of the organization perform their duties diligently and at all times making sure that the community needs are satisfied. The organizational values that are openly expressed here are accountability for public funds, creating value for money, teamwork, participatory planning and decision-making processes, top-bottom supervision and bottom-up reporting system. On critical observation of the organisational culture pertaining in Kalangala Local Government, it reveals the three levels namely artifacts, espoused values and basic underlying assumption“.

The artifacts in Kalangala Local Government can be viewed from the organizational structure whereby the members are clearly demarcated into departments. Each department has specific roles to play towards the achievement of the ultimate organizational objective of giving services to the people. The organization also involves new staff members in certain rituals and ceremonies such as orientation programs and induction courses, which serve as a forum for indoctrinating them into the culture of the organization. In these courses, various high caliber people in the organization lecture to new members so as to emphasise the importance of the culture that is governing the organization. In these orientation programs, the organization takes the opportunity to pass on information to new members concerning the dos and don'ts in the organisation. The value of the induction in this organization is „to quell the anxiety that the employees usually have on their first day on the job“.

The espoused values, which are heralded to help in the achievement of the organizational goals can be seen from the strong emphasis not only on accounting for public funds in one's possession but also showing value for all monies spent by the individual staff or department. The value attached to the induction program is that the time spent at the beginning of an induction period would reduce the anxiety level of new employees thus resulting in greater productivity and reduced adjustment costs.

The basic underlying assumptions enshrined in the above-mentioned culture are that adherence to strict principles of accountability, supervision, involvement of the community in planning for services and teamwork are essential to the achievement of the decentralization objectives. Another assumption that may be deduced from this culture is that if employees work as groups of the same team, they would be able to excel in performance. It is also assumed that the hierarchical and bureaucratic structure of supervision and reporting is conducive for controlling staff performance and encouraging communication from top to bottom and from bottom to top.

Basically the members of this organization are grouped under departments. Therefore these departments represent sub-cultures as identified by Wood et al (2001, p.393). This is so because each department has specific tasks and usually the methods used to perform their work differ from each other. However these sub-cultures are only different in terms of work assignments but they are not inconsistent with each other in terms of the overall organizational objective. In other words they are not to be confused with counter cultures. In order for organizational culture to influence organizational performance, the organization needs to adapt such culture to its external and internal environments.

As far as Kalangala Local Government is concerned, the differences between internal adaptation and external adaptation issues can be stated as follows. The external adaptation issues at play here include the tasks and responsibilities that the Local Government is mandated to carry out by the Central government. For this matter therefore, the external adaptation issues that the organization is concerned with involve making decisions on the appropriate methods of achieving the goals of decentralization as set up the Central Government. On the other hand the internal adaptation issues include policy formulation, resource allocation, conflict resolution and human resource management. Thus while external adaptation issues concern what precisely needs to accomplish and how to do it, the internal adaptation on the other hand looks at how

members must resolve their daily obstacles or problems associated with living and working together in the same environment.

The external environment in which Kalangala Local Government administration operates includes the Central Government which sets the laws governing the process of decentralisation in all Local Governments. Thus there are various sets of laws that the Local Government must adhere to in its daily operations. Another external agency for the organization is the population that pays taxes and expects good services from the Local Government. The Central Government has a representative in the Local Government known as the Resident District Commissioner (RDC) whose duty is to oversee the implementation of decentralised programs while elected councilors who are charged with making policies to facilitate service delivery, represent the population. Thus the Central Government and the local population are important external factors that play an important part in the way the employees of this organization behave and perform their duties. Because of the external constituencies that the organization must satisfy, the following issues are very crucial for the organization to survive in and adapt itself to its external environments. The external adaptation issues that this organization has to grapple with are the following:

1. Meeting the development criteria set by the Central Government
 2. Accounting for all funds released by the Central Government and those raised locally from the population.
 3. Consulting the Central Government from time to time on policy guidelines
 4. Making progress reports on all Government aided projects
 5. Consulting the population on policy issues concerning their needs and priorities through the process of participatory planning and decision-making.
 6. Formulating the strategic mission to direct the operation of the organization on the basis of the decentralization policy.
 7. Planning for resources and methods of achieving the organizational objectives.
 8. Implementing Central Government policies as well as those enacted by the Local Council.
- This requires developing a consensus on the operation mechanisms to be adopted to perform the mandated tasks.

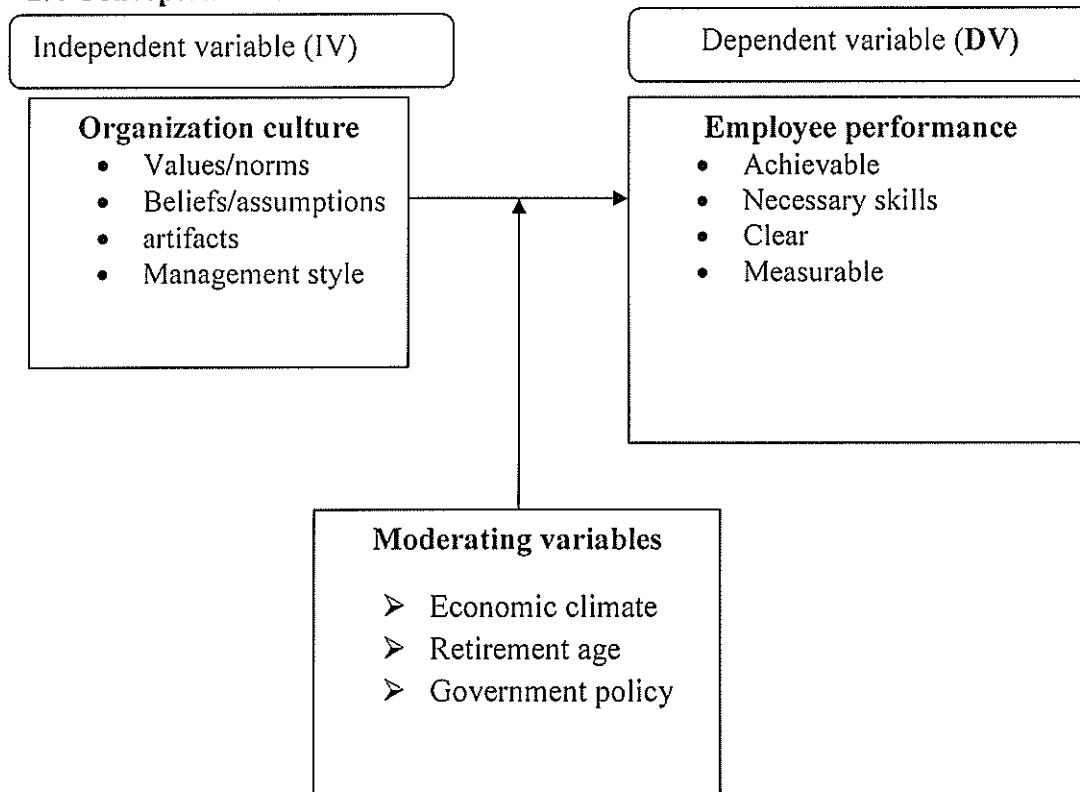
The internal environment on its part includes the elected political leaders and the civil servants who must work together to achieve the objectives of decentralization, the most important of which is to deliver proper services to the people basing on the principle of participatory democracy and proper accountability mechanisms. While the councilors are concerned with serving their respective constituencies, the civil servants are for serving all the people in all corners of the Local Government. Thus by nature the expectations of councilors and the civil servants are bound to clash. However they must reach a compromise and work as one team. The civil servants must supply factual information (data) to assist the councilors to merge their individual constituency expectations with the overall objectives of the government. From this working pattern, it is evident that the leadership of this local government organization has a lot of internal obstacles to cross in order to work together to achieve the organizational goals that are imposed on them by the external environment already identified above. The way to resolve these differences thus requires developing and maintaining a set of internal relationships (culture) among the councilors and civil servants. The internal adaptation issues facing this team include the following:

1. Creating a common language to help the members understand and communicate with each other.
2. Defining group boundaries and criteria for inclusion and exclusion.
3. Distributing responsibilities and power to help members to manage feelings of cooperation and aggression.
4. Developing norms of intimacy, friendship and love and working out operational rules to guide them in their respective roles and responsibilities.
5. Defining and allocating resources, rewards and punishments.

The organizational culture pertaining in Kalangala Local Government helps members therein to deal with the above adaptation issues successfully. The external challenge is to serve the community for which the Central Government decided to decentralize resources and decision making to the Local Governments. It is for this reason that the organizational culture in Kalangala Local Government puts much emphasis on accountability for public funds, participatory planning and teamwork. As a result of these requirements, there are various processes and tools that have been developed to enhance this culture. For instance the political

leadership works hand in with the civil leadership to make the development plan through a series of meetings starting from the grass root consultations and moving upwards through departments/sectors, executive committee and finally to the council. The development plan thus becomes a binding document that helps to cement relationships among all people working in the Local Government both politically and administratively. This is to say that the planning process helps in the creation of a collective identity among the members and acts as a means of matching their working methods so as to be successful in implementing the development plan. Because of this document, teamwork is a must for success and this encompasses sharing of information and resources, respecting the bureaucratic command in supervision and reporting and delegation of power. Each department has to develop work plans to achieve its portion of the development plan and this results in departmental sub-cultures that help to identify group members and to communicate at the same wavelength.

2.4 Conceptual Frame Work



Source: *Self conceptualized as guided by review of related*

Description of the Conceptual Framework

The model explained the relationship and the effects of the variables under study that is organizational culture, and employee performance. The model explains that nature of organizational culture has a direct influence on employee performance. Employees need a supportive organizational culture by promoting positive values, norms, assumptions, beliefs, artifacts and good management styles to achieve employee performance which maybe affective, calculative, or normative. Employees' performance in most cases leads to reduced costs, increased purchases, new employees' referrals, profitability, self sufficiency and sustainability.

However it is important to note that other factors like retirement age, Government policy may come in to stop an employee from giving his or her services to the organization.

2.5 Service Quality

Employee performance cannot be looked at in isolation, without discussing an element of quality. Service quality is defined as the difference between expectations and actual performance (Ravald and Gronroos, 2000). Service quality as perceived by the people, focuses mainly on a high level of responsiveness. This affects organizational culture in terms of changing the way clients are served. Service quality is further defined as focusing on meeting needs and requirements of peoples and how well the service delivered matches people expectations.

Consumer expectations are increasing and peoples are becoming more critical of the service they receive hence service quality is increasingly recognized as being of key strategic value by organizations. The cost and benefit to be derived from successful service quality are highlighted by several authors, For example Crosby (1991) and Richfield and Sasser (1990) focus on the costs of attracting new people, relative to people performance efforts, the benefits are satisfied and retained peoples and employees, opportunities for cross-selling, the attraction of new peoples, development of people relationships, increased sales and market share, enhanced corporate image, reduced costs and increased profit margins and business performance.

2.6 Organizational Culture and Employee performance.

A performing employee according to Meyer and Allen (1997) cited in Rashid, Sambasivan & Johari 2003 is the one who works hard and stays with the organization whatever the circumstances and shares the company goals. Thus having a committed workforce would be an added advantage to an organization.

Culture helps workers to identify with the organization's rules, rewards and values. Silverthorne (2004) found that there is a relationship between organizational culture and performance whereby bureaucratic organizational culture had the lowest level of employee performance.

Organizational culture that supports employee control and autonomy in work processes, by reducing hierarchy is able to enhance intrinsically motivated and self directed behaviors among employees; employees can then focus offering good service and hence people performance. When top management reduce on slow decision making, the hierarchical management style and routine in work processes, employees can work better and get more results in an environment where they feel informed and involved, similarly high client performance rate, indicates that the client derives satisfaction from the provided services, hence would see no reasonable cause to incur switching costs to get another service provider (Johnston 2003). A satisfied client talks good about the service provided, this word of mouth is likely not only to attract new clients but also cement the already existing business relationship, increase client patronage and thus client performance (Kotler 2000, Strauss et al 2001)

Regardless as to what business leaders may be trying to implement in their companies any employee interacting with peoples is in a position either to increase people performances or put it at risk (Erickson 2002). Employees in such positions should therefore be supported by the organizational culture effectively and efficiently (Evans 2002).

Kalangala district local government staff attitude is greatly insufficient as elicited from the way they perform their roles. Kalangala district development programme has tried to carry out sensitization workshops, so as to change staff attitude and the resultant performance. Performance is generally lax and is more motivated if there is an extra pay. A fair clients' talk about the performance is generally noted.

2.7 Organizational Culture and Service Quality

Corporate personnel are increasingly of the view that the cultural values prevailing in an organization are very essential for the performance of an organization (Booth and Hamer, 2009). The way business is managed in an organization is becoming so crucial that organizations are realizing the need to give more attention to the welfare of their employees so that they can in turn create a welcoming atmosphere and good relationship with the ever needful peoples (Tesco, 2008). Organizational culture has been defined by scholars as the values that are generally displayed or upheld by an organization. These values, it is argued could be coming right from the founders of the organization and get embedded in the regulatory structure and practice of the organization (Booth and Hamer, 2009).

The nature of the organizational culture in an organization has implications on the various functions of the firm such as sales and marketing (Alexandris et al 2007) the nature of the organizational culture also impacts on the quality of the service that the people receives. Tukker and Tischner (2006) indicate that since products and services go hand in hand and the people needs are dynamic the institution constantly has a challenge of ensuring that its values, management style and strategies are flexible if the organization is to maintain a competitive edge.

In trying to improve effectiveness by engaging the employees more in the organization activities, managers should explore issues relating to the influence of culture on the willingness to take on more tasks and provide quality service by all employees. Service quality has an integrating role between organizational culture and people performance, because service quality is the outcome of the internal organizational policies and practices, organizational culture is fundamental in the service process which impacts on to people value, satisfaction and performance(Gerpott 2001).

The management style of the district in discussion, does not have a clear and transparent policy or procedure of recognition and rewarding its staff who maybe good performers. This has greatly frustrated and disappointed some staff, thus leaving a question to know the values of the organization.

Theoretical Perspective

This study will mainly focus on the theory advanced by McGregor to explain the link between organizational culture and employee performance. MCGregor's theory (1960) hypothesized that .

Theory X and Theory Y

McGregor developed a philosophical view of humankind with his Theory X and Theory Y in 1960. His work is based upon Maslow's hierarchy of needs theory, in that he grouped the hierarchy into lower-order needs (Theory X) and higher-order needs (Theory Y). He suggested that management could use either set of needs to motivate employees, but better results would be gained by the use of Theory Y, rather than Theory X. These two opposing perceptions theorized how people view human behavior at work and organizational life. With Theory X assumptions, management's role is to coerce and control employees to perform since; People have an inherent dislike for work and will avoid it whenever possible, secondly People must be coerced, controlled, directed, or threatened with punishment in order to get them to achieve the organizational objectives, thirdly people prefer to be directed, do not want responsibility, and have little or no ambition and finally people seek security above all else.

With Theory Y assumptions, management's role is to develop the potential in employees and help them to release that potential towards common goals since employees view; Work as natural as play and rest, secondly People will exercise self-direction if they are committed to their own objectives, thirdly people are committed to objectives since it is a function of the rewards associated with their achievement, fourthly people learn to accept and seek responsibility, creativity, ingenuity, and imagination are widely distributed among the population therefore people are capable of using these abilities to solve an organizational problem and finally that people have potential to propel the organizational performance. Intellectual creativity cannot be 'programmed' and directed by Management programs but through proper impartation of cultural values of personal responsibility and accountability. This kind of intellectual contribution to the enterprise cannot be obtained by giving orders, by traditional supervisory practices, or by close systems of control. Even conventional notions of productivity are meaningless with reference to the creative intellectual effort.

In order to understand people's behavior at work, managers or supervisors must be aware of the concept of needs or motives, which will help 'move' their staffs to act. Motivation is a needs-satisfying process which means that when an individual's needs are satisfied or motivated by certain factors, the individual will exert superior effort toward attaining organizational goals. The theory discusses better how employees should be managed so as to get performance out of them. It clearly states management role towards employees. Lastly all the other theories seen above have their discussion from Maslow's.

2.8 Research Gaps

From the above literature review, the issue of the interrelation between the organisation culture and employee performance is not brought out clearly as far as the variables under investigation are concerned. Several researchers have described organizational culture and employee performance from other wider dimensions in other countries such as Nigeria, India and USA. There is however a lot that has not been done to establish the specific culture related factors that affect employee performance. Organisational Culture research has not been effectively done in developing countries and in particular Uganda hence a major gap in relevant literature. The research intends to bridge this available gap by identifying the actual effect of culture in an organisation to the employees' performance. The study will be limited to only one organisation with a relatively small population hence may not entirely represent the different cultures. dustries.

The gaps which need to be addressed regard leadership and recognition, key values and norms which need to be applied so as to get better performance in the organization.

2.9 Conclusion

The different values and beliefs based upon employee performance helps in organization association. The organization culture helps in internalizing joint relationship that leads to manage effective organization processes. The productivity and culture of organization helps in improving performance. The positive association between culture and performance helps in improving results of organization.

The employee performance of organization has a strong impact of strong organization culture as it leads to enhance service delivery. The norms and values of organization based upon different cultures influence on work force management. In an organization strong culture enables to effective and efficient management of work force employees. The net profit in an organization helps in enhancing performance of employees. The common path for making perfect use of resources in same cultural association helps in positive development of organization. On basis of particular conditions organizational culture is helpful improving and providing competitive edge. The employee commitment and group efficiency helps in improving performance based upon organization sustainability. The nature and power of organization culture influence upon sustainability and effective of organization.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The chapter described the procedures that were followed in conducting the study. It gave details regarding research design, population of the study area, sample and sampling techniques, a description of data collection instruments used, as well as the techniques that was used to analyze data.

3.1 Research Design

The study seeks to use descriptive research design in ensuring the organizational culture and employee performance in Kalangala District Local Government, specifically cross-sectional survey design using both the quantitative and qualitative methods of data collection. Descriptive study enables the researcher to collect information from a cross-section of a given population. It deals with the relationship between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity. This study design will be used because it is the most commonly used research method in social research. This is because results from such a survey are easily extrapolated to the entire population.

3.2 Population of the study

According to the revision of the total population of Uganda was 36, 400 000 in 2014, compared to only 5 158 000 in 1950. The proportion of children below the age of 15 in 2010 was 48.4%, 49.1% was between 15 and 65 years of age, while 2.5% was 65 years or older. (Population Division of the Department of Economic and Social Affairs of the United Nations Secretariat, World Population Prospects: The 2010 Revision).

The research population was selected from Ugandan population especially, in Kalangala which is a district in southern Central Uganda. The district is coterminous with the Ssesse Islands in Lake Victoria and does not have territory on mainland Uganda. Like other Ugandan districts, it is named after its 'chief town', Kalangala which is located on Bugala Island, the largest of the Ssesse Islands. Kalangala District is bordered by Mpigi District and Wakiso District to the north,

Mukono District to the northeast and east, the Republic of Tanzania to the south, Rakai District to the southwest, Masaka District to the west and Kalungu District to the northwest.^[1] The district headquarters at Kalangala, are located approximately 60 kilometres (37 mi), across water, southwest of Entebbe, in Wakiso District. (Globefeed, 2014) The coordinates of the district are: 00 26S, 32 15E. The 1991 national population census estimated the district population at about 16,400. Eleven years later, the 2002 national census estimated the population of the district at approximately 34,800, with an annual population growth rate of 6.8%. In 2014, it was estimated that the population of Kalangala District was about 53,406.

3.3 Sample size determination

The sample size for the study was determined by the morgan’s table for the analysis (see Appendix VII). The formula takes into account the amount of error that can be tolerated by the study; the aim is to maintain sufficient scientific rigor, reduce sampling errors and increase the possibility of drawing generalizations from the findings as stated below:

Category	Frequency
Respondents	97
Key informants	15
Focused group discussion	15
Total	127

Therefore, a total of 127 in the analysis of the Morgan’s table were from 190 as a number of respondents to be surveyed, interviewed and be involved in focused discussion groups (FGDs).

3.4 Sampling Techniques

The study adopted random sampling method. This was based on the category of the politicians and local officials. A sample of 127 respondents was selected across study area in order to collect data from the respondents.

The random sampling selects respondents with required information. According to objectives of the study. Specifically, the study aimed at getting those respondents who are currently available and willing to provide the required research data.

3.5 Sources of data and Collection Instruments

The study relied on primary sources of data. Primary data was gathered from respondents using an open ended self-administered questionnaires, discussion groups and personal interviews. Depending on the accessibility of the respondent, some questionnaires were self-administered. The questionnaire consisted of mainly open ended questions and a few close-ended questions for purposive clarity. The questionnaire was designed in accordance with the study objectives.

Quantitative data was got from the respondents' questionnaire while the qualitative data was got from Key Informant Interviews and discussion guides. Secondary data was got from review of existing literature. The research instruments that were used during the process of data collection included; questionnaires, discussion guides and interview guides.

3.5.1 Questionnaires

The researcher used questionnaires while in the field. The questionnaires are advantageous because the respondents fill them at their own convenience and are appropriate for large samples. Open ended questionnaires was developed and pre-tested prior to final sampling. The researcher and his assistant gave them out to respondents for answering. These are easier and important in collecting primary data. According to Amin (2005), questionnaires are advantageous for researchers because information can be obtained fairly easy. It was less expensive, greater assurance of anonymity in case of sensitive topics because respondents gave information without fear, as identity is not needed on the questionnaire.

They cover a wide geographical area, since they approach respondents more easily. The questionnaire responses are easily coded. However, the major weaknesses of questionnaires are that they do not provide detailed information to the problem and this is why they are substantiated by interviews. The questionnaires are a source of primary data.

Open ended questions call for a free response in the respondents own words. They provide for greater depth of response where respondents give their personal views and attitudes about items of research. The researcher is exploring studies in which there is limited or no clue on likely responses, thus offering missing information. Gives freedom of expression to the respondent so encourages validity of the responses.

Closed ended questions provide alternative or short responses thus ties respondents to provided alternatives. They are good for respondents who cannot easily read than writing. Easy to fill, take little time to administer and analyse.

3.5.2 Interview Guide

An interview guide is a data collection instrument that a researcher uses to obtain data through oral communication and face to face interactions with respondent. Instead of written responses, the respondent gives the needed information verbally in a face to face relationship where the ideas are exchanged. Researcher explains the purpose of the investigation and just what information is needed. If the respondent misinterprets the question it can be followed up with a clarification. Evaluating the sincerity of the respondents.

According to McNamara (2009), the strength of the general interview guide approach is the ability of the researcher to ensure that the same general areas of information are collected from each interviewee; this provides more focus than the conversational approach, but still allows a degree of freedom and adaptability in getting information from the interviewee” those with language barrier. Interviews are good for getting the story behind a respondent’s experience.

Interviews can be administered easily, thus no need of respondents to have the ability to read, write, and handle long questionnaires. People are more willing to talk than write especially on delicate, intimate and confidential topics.

Interviews have control over the order of the questions, whereby respondents have no opportunity to know what question, come next ad there is hope to attempt all questions. They are more flexible because they allow on spot improvement or adjustment. They are adaptable

because the researcher can make full use of responses of respondents to alter the interview situation.

Interviews guides used because it is easy to fully understand someone's impressions or experiences, or learn more about their answers to questionnaires. According to Mugenda (1999), interviews are advantageous in that they provide in-depth data which is not possible to get using questionnaires. Like questionnaires, interviews are also a source of primary data. Amin (2005)

3.5.6 Discussion group

The group brainstorms on the issue or topic of the researcher. In nominal group technique, the conclusion of the group findings is what the researcher synthesis. Staff with similar typical interrelated population, experience, background, and setting discussed an issue or topic. It is not like in an interview where a researcher asks questions, and respondents answer.

In the discussion, interviews are structured to foster talk among participants, about a topic, in a group of about 6-8 people and a facilitator. A pre-determined discussion guide used to direct the discussion with the purpose of collecting in depth information about a group's perception, attitude and experiences on a topic. The facilitator wrote on site summarises as soon as the session ends with questions. They wrote with question by question format to capture what the group had to say regarding each assessed question.

Researchers have become interested in use of discussion groups to collect data because they stimulate participants to state findings, perceptions and beliefs that they would not express if interviewed individually.

Group discussions allow interaction among members such that they are able to build on each other's ideas and comments to provide in-depth view, which is not attained through individual questioning.

They lead to consensus and diversity of participants' needs, experiences, assumptions and preferences. Group discussions target groups that are sometimes left out during research like the illiterates.(Amin 2005)

3.6. Measurement of Research Variables

Affective tests were designed to assess individual feelings, values and attitude towards self, others, activities, institution and situations. Affective tests are non projective, they are self report measures frequently used in descriptive studies. Instruments that examine attitudes, interests, values, and personality tap affective, emotive feelings and perceptions. Attitude scales to determine what an individual believes, perceives, or feels about self, others, activities, institutions or situations. The Likert scale statement followed by the five category response ranging from 1 strongly agree 2 agree 3 undecided 4 disagree to 5 strongly disagree was used to get quantifiable data from respondents.

Likert scales are very flexible and can be constructed more easily than most other types of attitude scales Amin (2005).

3.7. Quality control

To ensure quality, two experienced research assistants was recruited and trained for before they are sent to the field to collect the data. After the training, the tools was pre-tested to ensure their validity and reliability and all the necessary changes was incorporated in the final tools.

Validity: To improve the validity of the questionnaire, the researcher temperate the tools to fit the study objectives. This catered for language clarity, relevance and comprehensiveness of the content and standard length of questionnaire. The content validity index (CVI) was computed to establish the content validity index. Validity of instruments was ascertained by first of all discussing the questionnaire and interview schedule drafts with the supervisor. The content validity of the instrument found worthy executing for the pilot run and thus the study. 10% of the questionnaires was tested on the various respondents according to Mugenda, (1999).

Reliability; is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. To ensure reliability of the research instrument, a Cronbach alpha test computed as a measure of scale reliability to determine the consistency. 30% of the questionnaires used to measure scale reliability and consistency.

3.8. Data Processing and Analysis

The collected data was organized and edited at the end of each step to ensure accuracy, completeness and consistency of the information given by the respondents. Field editing in interviews and questionnaires was done as soon as possible, after the interview or questionnaire is collected on completion of the interview or questionnaire. Verification of intended response with the interviewee or respondent is necessary.

In case of inappropriate or missing replies, proper answers by reviewing the other information in the schedule. In other cases, the respondent may be contacted for clarification. Wrong answers were crossed out, and there was no basis for determining the correct answer. In such a case an editing entry of “no answer” will be recorded.

Then coding of responses so that they are put into a limited number of categories was done. The classes possessed the characteristics of exhaustiveness and exclusiveness. Coding is necessary for efficient analysis and through it several responses may be reduced to a small number of classes, which contain the critical information required for analysis. Coding decisions taken at the designing stage of the questionnaire or interview guide. This makes it possible to process the questionnaire and in turn is helpful for computer analysis as one enters the data into the computer from the questionnaires. The coding of open ended question is tedious Amin, (2005). That is why there was minimizing in the sample size. Coded data was then be analyzed using Statistical Package for Social Scientist (SPSS).

3.9. Ethical considerations

Permission to conduct the study was sought from the department of Public Administration, of Kampala International University which was accompanied by letter of introduction. Also permission was sought from the local authorities where the study was conducted. All the respondents were only participate in the study after voluntarily consenting through signing the informed consent. All the data was handled with confidentiality and only codes was used instead of names to ensure anonymity. During the interviews with the respondents, the research assistants ensured that there is adequate privacy to allow the respondents expresses their opinions

without fear. The research assistants also ensured that they are not biased during the interviews and ask the questions clearly and record the responses accurately.

3.10. Study limitations

Recall bias on the side of respondents is anticipated and to address this limitation, the researcher was advised to probe further to get the data. Some respondents may not be willing to reveal certain information. To address this limitation, the respondents were assured of confidentiality. Some respondents may find the questionnaire to be long; this was solved by encouragement while researcher is waiting for it. For the case of difficulty in language, explanation for clarity was done.

Others may be too busy to answer the questionnaire; these were left with them to be collected later. And also a gender sensitive research team was built ensuring that both male and female research assistants were recruited.

3.11 Dissemination plan

When the study is completed, the dissertation was submitted to the department of Public Administration of Kampala International University. Copies were disseminated to District Local Council of Kalangala district, Bujumaba Sub-County/Uganda for consideration of the recommendations made.

CHAPTER FOUR

PRESENTATION OF FINDINGS OF THE STUDY

4.0 Introduction

The chapter presents the findings of the study in accordance with and in relation to the research variables and research questions of the study. The study sought to investigate the core of organizational culture and employee performance at Kalangala district. In presentation of results and findings of the study the research objectives which were; to determine how organization culture impacts its employees' performance and satisfaction, to determine which attributes of the organization's culture have the greatest impact on an employee's performance, to find out key staff values/norms at Kalangala District, to find out the solutions to challenges of organizational culture and employee performance. They gave their opinion to particular questions using the following pre-defined responses/ answers: Strongly agree (SA); Agree (A); Uncertain (U); Disagree (D) and strongly disagree (SD). The chapter also presents background information of respondents who participated in study and results are presented below.

4.1 Demographic characteristics of respondents

The demographic characteristics of respondents was established to ascertain the nature of respondents that participated in the study in relation to their gender, category, age group, level of education, period with the institution and marital status.

Table 1: Demographic characteristics of the Respondents

Gender	f	%
Male	77	61
Female	50	39
Total	127	100
Age	f	%
30 and below	21	16.5
31-40	43	33.8
41-50	53	41.7
51+	10	8.0
Total	127	100
Marital status	f	(%)
Married	91	71.6
Single	36	28.4
Total	127	100
Education levels	f	%
Primary level	83	65
Diploma	7	06
Degree	24	19
Any other	13	10
Total	127	100
Religion	f	%
Christian	67	52.7
Muslim	41	32.3
Others	19	15.0
Total	127	100

Results indicated that majority of the respondents 77(61%) were male. Few respondents were female 50(39%). This implies that more male are involved in much activities of the local government for the better performance. Thus, it predicts the role of male being more than female

in Kalangala District. It was revealed according to the findings in table that majority of the respondents 21(16.5%) were between the age range of 30yrs and below. Next were those within the age range of 31-40 and these were statistically represented by 43(33.8%). Next were those within the age range of 41-50 and these were statistically represented by 53(41.7%). Least of the respondents were between the age range of 51+ and these were statistically presented by 10(8%). This implies that mature people of between 26–35 and between 36-45 who are involved the local government services as powered by the organizational culture of Kalangala Local government. Results indicates that majority of the respondents 91(71,6%) were married and few respondents were single 36(28.4%). This means that married people are mainly involved in the organisation.

Results from the table still shows majority of the respondents were primary level of education 65(65%). Next were those with a graduate level of education with a representation of 24(19%). Next were those with a representation of 7(6%). Least of the respondents 13(10%) were of any other level of education. Majority of the respondents were Christian with a statistical representation of 67(52.7%). Next were Muslims with a statistical representation of 41(32.3%). Least of the respondents were others with a representation of 19(15%).

4.2 The findings on how organization culture impacts its employees' performance and satisfaction.

Table 2: Employees performance goals at KDLG are clear and measurable

	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Mean	STDEV
My performance goals are clear and measurable	0	0	6	188	156	4.43	0.528
My performance goals are achievable	0	24	96	181	49	3.73	0.784
I have the necessary skills to achieve my goals	0	0	53	167	130	4.22	0.689
I am familiar with the overall organization strategic plans	0	0	25	160	165	4.40	0.619

The respondents were, thus, requested to state their level of agreement or otherwise with certain indicators of competitive culture. A 5-point Likert scale was used to rate the various indicators

whereby 1 point was accorded to „strongly disagree“, 2 points to „disagree“, 3 points to „uncertain“, 4 points to „agree“ and 5 points to „strongly agree“.

Results presented in Table 2 show that: employees performance goals at KDLG are clear and measurable as indicated by a weighted mean of 4.43; employees were familiar with the overall organization strategic plans given a mean of 4.40; employees have the necessary skills to achieve their goals given a mean of 4.22; and, their performance goals are achievable given a mean of 3.73. Carmeli (2004) established that organization culture interacts with communication and the industrial relations climate (workplace atmosphere) to predict external prestige of a firm. Thus, according to Carmeli, competitive culture has got to do with the work climate existing within an organization and how it encourages high performance of employees. In concurrence, the findings established that KDLG establishes goals that are clear, achievable and measurable and organization assigns to the employees, tasks that they have the requisite skills to achieve.

4.2.2 KDLG supervisors trust employees to perform within their role without micro managing them

Table 3: KDLG supervisors trust employees to perform within their role without micro managing them

	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Mean	STDEV
I have the final decision making authority within my department	6	78	106	102	58	3.37	1.054
I do not have time to consider suggestions of my staff	0	49	153	110	38	3.39	0.858
When staff makes mistakes, I tell them not do it again	8	51	99	122	70	3.56	1.037
I always tell my staff how to do things that have to be done	5	60	87	143	55	3.52	0.996
Employee must be threatened with punishment in orders to get them to achieve							

The employees were probed with questions seeking to determine whether KDLG creates work environment that fosters innovation, independence and creativity. Likert scale was used for this

purpose. Results presented in the table show that: KDLG supervisors trust employees to perform within their role without micro managing them given a weighted mean of 3.56; the employees are encouraged to think independently in the course of carrying out their duties with a mean of 3.52; employees are empowered to perform their role to the best of their ability given a mean of 3.39; and, employees being encouraged to be innovative within their role had a mean of 3.37. This depicts that KDLG fosters entrepreneurial culture in which employees are encouraged to think,, outside the box“, be innovative, work independently and produce the best result they could.

4.2.3 Finding on Responses on Employees performance goals at KDLG are clear and measurable

As noted from table 8 below, the respondent unilaterally agreed that the statements listed on the persuasive management style was true with very few contesting these statements. Generally on average,6.55% totally disagreed with statements about Persuasive Management style,9.67% disagreed yet 10.3% were not sure and 27.81% Agreed with statements with 38.125% strongly agreeing. A persuasive management style involved the manager sharing some characteristics with those of an autocratic manager. The most important aspect of a persuasive manager was that they maintained control over the entire decision making process. The most prominent difference here was that the persuasive managers spent more time working with their subordinates in order to try to convince them of the benefits of the decision that have been made. A persuasive manager is more aware of their employees, but it would be incorrect to say that the persuasive style of management is more inclusive of employees.

Just as there are occasions where the use of an autocratic management style would be appropriate, there are also instances where a company was benefiting from a persuasive management style. For example, if a task that needs to be completed but it is slightly complicated it may be necessary to rely upon input from an expert. In such a situation, the expert may take time to explain to others why events are happening in the order in which they occurred, but ultimately the way in which things are done was that person's responsibility. In those circumstances, they are highly unlikely to delegate any part of the decision making process to those who are lower down in the hierarchy.

4.2.4 Organizational Culture's Impact on Performance Efficiency

Table 4: Showing Organizational Culture's Impact on Performance Efficiency

Statement	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean	STDEV
I am highly involved in achieving the overall goals and objectives of Kalangala District	0	21	51	55	3.86	0.844
The Organization is characterized by high performance, visibility and outreach in its catchment areas	0	41	49	37	3.79	0.981
I am satisfied with my job at Kalangala District and I intend to stay in the organization	0	28	63	36	3.70	0.881
Kalangala District has tride and succeeded in creating value for each dollar/fund invested in the Organization's work	0	32	75	20	3.92	0.939
Organization's culture has created stability in Kalangala District amid environmental turbulence	0	7	49	79	4.22	0.732
Employees are motivated to meeting the challenges of the task assigned and finding a better way to do things	0	11	65	51	3.76	0.806
The entire organization pulls towards a common goal encouraged by its culture and mission	0	8	83	36	4.07	0.766
There is greater accountability for end results within the organization	0	11	14	102	4.03	0.799

The study inquired about the Organization's performance given the work culture present at Kalangala District Local Government, this shows that: organization's culture has created stability at the workplace (mean of 4.22); the entire organization pulls towards a common goal encouraged by its culture and mission (4.07); there is greater accountability for end results within

the organization (4.02); It has tried and succeeded in creating value for each dollar/fund invested in the Organization's work (3.92); employees are highly involved in achieving the overall goals and objectives of the organization (3.86); the Organization is characterized by high performance, visibility and outreach in its catchment areas (3.79); employees are motivated to meet the challenges of the task assigned and finding a better way to do things (3.76); and, employees are satisfied with their services at Kalangala District local government (3.70). Mulcahy and Betts (2005) observed that culture of fostering respect and establishing a new team relationship as evidenced here were successful in both improving staff satisfaction and reducing turnover intention. Likewise, the findings show that the employees were satisfied with their job and intended to stay in the organization.

From the focused group discussion (FGD); the respondents concluded by saying; *"there is involvement of staff in achieving organization goals and objectives. And there is no way CAO or the central Government can give you more funds without accounting for what was received earlier."*

Still however on the line on organization culture impacts its employees' performance

Another respondent said;

"there is tight monitoring of our activities we do this enables us perform them and to show some value for funds used."

"Our number one priority is organizational culture. Our whole belief is that if you get the culture right, most of the other stuff like delivering service and great customer service will just happen naturally on its own."

4.3 The influence of organizational culture attributes on employees performance

Table 5: The influence of organizational culture attributes on employees performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	21	16.53	33.0	1.3
	Disagree	17	13.3	20.5	2.6
	Undecided	16	12.5	25.2	6.4
	Agree	28	35.9	35.9	42.3
	Strongly Agree	45	57.7	57.7	100.0
	Total	127	100.0	100.0	

The table above shows that 57.7% of the respondents strongly agree and 35.9% of the respondents agree that organizational culture attributes has effect on employee performance. Also, I have 3.8% of the respondents who are undecided, 1.3% of the respondents who strongly disagree and 1.3% of the respondents who disagree that the influence of organizational culture attributes on employees performance.

From the Focused Discussion Group; one respondent said;

"There is a high cost associated with building the good attributes and professional development. All this is to facilitate the personal evolution of each person who contributes to the organisation. And, what are our results? In three years, we have reduced on employees who voluntarily leave, which is a phenomenon that we believe can be replicated at any organisation. We have the receipts to show how much it cost, and we also have uncovered the more obscure internal metrics that impact employee satisfaction and prevent voluntary turnover."

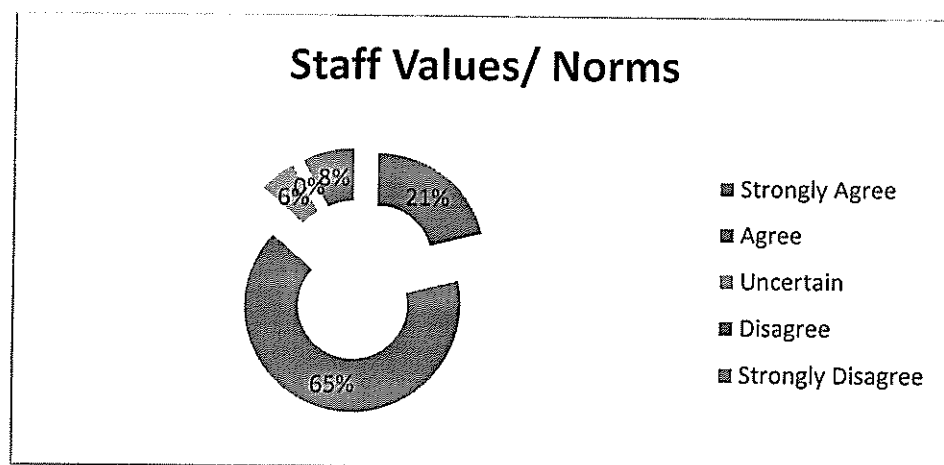
4.4 Kalangala District values perfectionism, persistence and hard work

Also, majority of the respondents were of the view that Kalangala District valued perfectionism, persistence and hard work (SA: 20%; A: 67.4%). Only a few (7.4%) were of the opposite view while the rest were uncertain, as illustrated by Figure 4.15.

Table 6: Showing the staff values / norms at Kalangala District

Values and Norms	<i>f</i>	<i>Percentage (%)</i>
Strongly Agree	27	21
Agree	83	65
Uncertain	7	5.5
Disagree	0	0
Strongly Disagree	10	7.8
Total	127	100

Figure 1: Kalangala District values perfectionism, persistence and hard work



4.4.1 Kalangala District values creativity and Quality over Quantity

Kalangala District was reported by approximately 65% of the respondent to have a culture that values creativity and quality over quantity. This is detailed in Figure 4.16. About 18% of the respondent, on the other hand, were uncertain while 5.1% were of a contrary view of this assertion which was proposed to exist within the institution.

4.5 Solutions to the challenges of organizational culture and employee performance

Here many respondents were able to come up with more culture change insights whereby solutions to the challenges faced by organizational culture were addressed by the staff and other respondents.

Table 7: Showing Solutions to the challenges of organizational culture and employee performance

	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Mean	STDEV
Bosses must pay attention to subordinates and treat them as human beings to solve the engagement problem	6	21	106	102	58	3.37	1.054
Perks and privileges don't lead to engagement	0	51	153	110	38	3.39	0.858
Look for "a little bit of overlap" that covers important areas for the individual and the organization when hiring for cultural fit	8	14	99	122	70	3.56	1.037
Hire managers for managerial skills and this should include human skills	5	60	87	101	55	3.52	0.996
Develop the human skills of your managers, starting with serious consciousness rising	6	33	41	49	37	3.79	0.981
Defining your values and aligning everything to them should not be a primary focus for culture development	8	21	28	63	36	3.70	0.881
An organization's strategy is determined by culture.	9	11	32	75	20	3.92	0.939
The key to strategy and strategic change is linking the possibility with who we really are culturally.	4	10	7	49	79	4.22	0.732
Culture is critical with societal trends for speed and efficiency because complexity is growing	2	41	11	65	51	3.76	0.806
Training programs should be consistent with the current culture or it will be necessary to change the culture	1	22	8	83	36	4.07	0.766

From the tables there is Look for “a little bit of overlap” that covers important areas for the individual and the organization when hiring for cultural fit for end results within the organization (3.02); It has tried and succeeded in creating value for each dollar/fund invested in the Organization’s work (3.92); employees are highly involved in achieving the overall goals and objectives of the organization (3.86); the Organization is characterized by high performance, visibility and outreach in its catchment areas (3.79); employees are motivated to meeting the challenges of the task assigned and finding a better way to do things (3.76)

One respondent quoted;

“There needs to be results in some form for a new cultural attribute to emerge, People are working with the illusion that if they change behavior for example put in effort to work well on Monday and Friday, will the benefits be given out justly”.

In contrary to the same aspect another respondent said;

“If the world is becoming more systemically complex and cross-cultural, then that means there will have to be more and more re-training as jobs change. Maybe the good employee of the future is a learning person who’s constantly able to overcome his or her own obsolescence because things will change more rapidly. Rather than firing people and getting a new crew in, we may have to figure out how to make do with the talent we’ve got and make a fetish out of retraining rather than an occasional tragedy.”

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a discussion of the findings of the study, conclusions derived, recommendations given and areas of further research based on research findings in chapter four. Research results are discussed according to the objectives of the study in line with the research questions.

5.2 Discussion of study results

Based on analysed data, the findings in this study include the followings:

This research was carried out to study the organizational culture and employee performance in Kalangala District local government. This topic has received considerable research attention in recent years, but clear relationships could not always be established. This is because previous research concluded that multiple variables influence the culture performance relationship, but the perspectives and results are conflicting among researchers in an attempt to reconcile these conflicting perspectives and findings (Stahl & Voigt, 2008).

Findings indicated a positive significant relationship between organizational culture and employee performance. This implies that setting strategies for having an Organizational culture improves the employee performance in Kalangala District Local Government. This finding relates to Tesco, (2008) who explain that the way business is managed in an organization is becoming so crucial that organizations are realizing the need to give more attention to the welfare of their employees so that they can in turn create a welcoming atmosphere and good relationship with the ever needful customers.

Questions were asked on the factors that determines employee's behavior such as the family background, beliefs and religion, values, attitudes and perception of work, commitment to work, norms and team work versus individualism. The results obtained from the analysis of data show that: workers exhibited positive work values and attitude. From the analysis of results it's

established that there is a strong positive significant relationship between organizational values and Employee performance. The respondent's seem to be influenced by the sense "I am satisfied with my sense of belonging at work" "There is good communication at KDLG" scoring the lowest.

A large number of respondents (57.7%) strongly agree that organizational culture has effect on employee performance. 48.7% of the employees also agree that organisational culture determines the productivity level of the organization. This study further reveals that there is a positive relationship between organisational culture and employee performance.

From the analysis of results it's established that leadership style's was measured by individually asking the employees how they perceive the management support and the applied leadership styles from their supervisors and the Managers. The respondent's seem to be influenced by the sense 'management can be trusted, management style encourages delegation and innovation,' from the respondent's while the perception that management cares about them as an individual earn a low score this means that KDLG management must ensure that most employees' needs must be identified and satisfied to enhance performance. Besides that, every needed resource must be provided to the manager and ideas from employees objectively evaluated and if relevant, used to assist operations and push the organisation to achieve its performance target and overall goals.

The respondents seemed to be influenced by the sense that "The key activities of the organization are aligned to the corporate objectives" and "How well does the management express individual Objectives to the employees". This indicates that the respondents understand the organisation objectives and the management communication in general and specific organisation objectives are well understood. This implies that work processes and system has a significant impact on employees job performance as well affects or is affected by the organisational values. A well-managed organisational values, work processes and system in place would significantly improve employee's job performance. The analysis implies that high performance work system practices generate positive outcomes for employees by meeting their interests (specifically their interest in an orderly and predictable working environment). The results suggest that positive outcomes arise in because work processes and systems contribute to workplace order and predictability.

5.3 Conclusion

From the study it can be concluded that organization culture has a great influence on performance as it dictates how things are done, organization's philosophy, work environment, performance targets and organizations stability. At Kalangala District Local Government there is a curriculum of its organizational culture. Of the cultures and the organizational values enhance employee's preference. This owes to the fact that employees seek work environment that maximizes on their ability to be innovative, creative, and independent of macro-management, cohesion with fellow colleagues among others.

The study found out that on organizational culture, Kalangala District Local Government needs to help its employees set performance goals that are easily achievable. They can do this by ensuring Managers have one to one's with staff they manage to discuss and formulate practical work goals as well as best practice to achieve these goals. On entrepreneurial culture, it is recommended that the Managers here must empower employees by delegating more to enhance the confidence of its employees which results in more creativity and innovation; delegate tasks that are challenging rather than mundane. The organization needs to set out rules that are viewed as fair and practical by employees to promote a bureaucratic culture. This can be achieved by having open lines for feedback for example having a suggestion box as a tool for airing views and feedback concerning rules set out by Management.

The findings indicated that Kalangala District Local Government is more inclined towards a consensual culture; however, it can improve more by having team building initiatives to help enhance team spirit within the organization. These activities could also be used as an avenue to communicate the values and goals of the organization. This study shows that there is a positive relationship between organizational culture and employee job performance.

5.4 Recommendations

In reference to the findings of the study and the guidance derived from the literature review. It is evident that while there are several factors that are crucial for employee performance, as evidenced by the results of the sampled respondents, it is important that management puts more emphasis on improving its organizational styles by caring about Individual staff needs by identifying and satisfying them to enhance performance. Providing motivation practices in a timely manner is a way of enhancing employee performance.

It is recommended that Kalangala Local District management will still need to explain and elaborate more on its culture on impacting the employees to obtained greater performance; the artifacts in Kalangala Local Government are viewed from the organizational structure. W hereby the members are clearly demarcated into departments. Each department has specific roles to play towards the achievement of the ultimate organizational objective of giving services to the people. The organization leadership is advised to always involve new staff members in certain rituals and ceremonies such as orientation programs and induction courses, which serve as a forum for indoctrinating them into the culture of the organization. This will enable the employee to get familiar with the organizational systems.

The researcher recommended setting of strategies to have achievable performance. Monthly, quarterly, strategies must be set, reviewed and monitored to help staff perform efficiently and effectively to enable KDLG achieve its mission, vision and its primary objective which is about quality customer satisfaction.

Kalangala District Local Government should also continue to develop its culture to support continuous improvement, in employees' style of performing their job. It is recommended that the Managers here must empower employees by delegating, to enhance the confidence of its employees which results in more creativity and innovation; tasks that are challenging rather than mundane. The organization needs to set out rules that are viewed as fair and practical to employees to promote a bureaucratic culture. This can be achieved by having open lines for feedback for example having a suggestion box as a tool for airing views and feedback concerning rules set out by Management.

The findings indicated that Kalangala District Local Government is more inclined towards a consensual culture; however, it can improve more by having team building initiatives to help enhance team spirit within the organization. Head of departments should always hold monthly meetings, this helps to emphasize and strengthen the culture in staff. It is also a better way for decision making, and resolving conflicts. This could also be used as an avenue to communicate the values and goals of the organization.

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APPENDICES

APPENDIX I

TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am a Masters in Public Administration candidate of Kampala International University. Part of the requirements for the award a dissertation. My study is entitled,

“Organizational Culture and employee performance in Kalangala District”

Within this context, may I request you to participate in this study by answering the questionnaires? Kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

Thanking you in advance for your cooperation.

Yours faithfully,

BARBARA NAMBUYA

APPENDIX II

INTRODUCTION LETTER TO RESPONDENT

Dear Respondent;

Greetings,

I am Barbara Nambuya, a student of Kampala International University (College of Higher Degrees and Research) in Uganda. I am conducting a research study for a Master's Degree of public administration, Organizational Culture and employee performance in Kalangala District. The Role of Kalangala Local Government and need suggestions on how these can be addressed. I seek for your consent to fill in this questionnaire.

APPENDIX III

DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Gender ☐ Male ☐ Female

Age Group

Less than 30yrs	31-40yrs	41-50yrs	Over 50yrs

Highest level of education

diploma	Degree	Post graduate	Other (specify)
1	2	3	

Marital Status

Single ☐ Married ☐

How long have you worked with Kalangala Local Government-Net?

Less than 3 yrs ☐ 4 – 6 yrs ☐ 7 – 8 yrs ☐ More than 8 yrs ☐

APPENDIX IV

QUESTIONNAIRE TO DETERMINE ORGANIZATIONAL CULTURE

Please respond to the following questions below by expressing the views in relation to the organization culture impact to its employee's performance and satisfaction.

Organization culture impacts its employees' performance and satisfaction.

	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Mean	STDEV
My performance goals are clear and measurable							
My performance goals are achievable							
I have the necessary skills to achieve my goals							
I am familiar with the overall organization strategic plans							

What new ideas and creativity are acceptable in Kalangala District Local Government (KDLG) by members?

.....

.....

What is the relationship between working staff and the community people?

.....

.....

How do members handle work in KDLG?

.....

KDLG supervisors trust employees to perform within their role without micro managing them

	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Mean	STDEV
I have the final decision making authority within my department							
I do not have time to consider suggestions of my staff							
When staff makes mistakes, I tell them not do it again							
I always tell my staff how to do things that have to be done							
Employee must be threatened with punishment in orders to get them to achieve							

Explain the ways in which KDLG expresses the successful staff member?

.....

.....

How does KDLG treat community members?

.....

.....

People in KDLG believe they must be honest in any situation and always tell the truth.

Yes No

If No why?

.....

Explain how staff believe and perceive their nature of job?

.....

.....

What is the performance of staff as expected by the community members?

.....

.....

How is staffs career development in KDLG handled?

.....

.....

Explain the ambitious state and willingness of staff to work hard to get tasks finished?

.....

.....

How do staffsin KDLG behave towards the work they do?

.....

.....

Explain the meaning and impact of KDLG mission.

.....

.....

What are the ways through which workers perform competently in KDLG?

.....

.....

Questionnaire to determine the attributes of the organization’s culture towards the impact of employee’s performance.

Explain how departmental heads discuss with the staff their task requirements in order to cope well with KDLG’s objectives.

.....

.....

How do workers voice innovative suggestions to top management in KDLG?

.....

.....

What are the ways through which employees show their concern to complete their days work?

.....

.....

Explain the level of an employee towards decision making authority within the department.

.....

.....

How are employees’ suggestions handled in KDLG?

.....

.....

How are roles and duties assigned to employees in KDLG?

.....

.....

How are staffs mistakes handled in KDLG?

.....

.....

Explain the way new staffs are looked at in terms of decision making in KDLG.

.....

.....

How is supervision carried out in KDLG?

.....

.....

How are subordinates treated by management position?

.....

.....

What kind of threatening or punishment to employees is practiced in order to get them achieve the organization's goals?

.....

.....

Employee Performance

Please evaluate the following statements using these alternatives.

SA – Strongly agree

A – Agree

NS – Not sure

D – Disagree

SD – Strongly Disagree

Questionnaire to Determine the Current Management Styles at Kalangala District.

	SA	A	NS	D	SD
I feel like “ part of the family in my organization”					
I do not feel “ emotionally” attached to this organization					
I really feel as if this organization’s problems are my own					
I would be happy to spend the rest of my career with this organization					
I am proud of my organization					
This organization has a great deal of meaning to me					
I do not feel a strong sense of belonging to my organization					
Even if this organization went down financially I will still be reluctant to change to another organization.					
It would be too costly for me to leave this organization now.					
If I were offered a job in another organization with a slight increase in pay, I would definitely change my job					
Too much in my life would be disrupted if I decided to leave this organization now					
I feel that there are too few options to consider leaving this organization					
It would be very hard for me to leave this organization even if I wanted to.					
Jumping from organization to another does not seem at all ethical to me					
I believe in remaining loyal to one organization					
If I got a better offer elsewhere I would not feel it right to leave my organization.					

In what image are the employees in KDLG placed in and why?

.....

.....

How are organization's problems affecting the employee in the working environment handled?

.....

.....

What is your perspective towards working and duration spent in KDLG?

.....

How do you perceive this organization?

.....

.....

How is KDLG beneficial to your social development and enhancement in life?

.....

.....

What is your view, if the organization went down financially?

.....

.....

APPENDIX V

INTERVIEW GUIDE TO DETERMINE ORGANIZATIONAL CULTURE

Please respond to the following questions below by expressing the views in relation to the organization culture impact to its employee's performance and satisfaction.

What new ideas and creativity are acceptable in Kalangala District Local Government (KDLG) by members?

.....

What is the relationship between working staff and the community people?

.....

How do members handle work in KDLG?

.....

Explain the ways in which KDLG expresses the successful staff member?

.....

How does KDLG treat community members?

.....

People in KDLG believe they must be honest in any situation and always tell the truth.

Yes No

If No why?

Explain how staff believe and perceive their nature of job?

.....

What is the performance of staff as expected by the community members?

.....

How is staffs career development in KDLG handled?

.....

Explain the ambitious state and willingness of staff to work hard to get tasks finished?

.....

How do staffs in KDLG behave towards the work they do?

.....

Explain the meaning and impact of KDLG mission.

.....

What are the ways through which workers perform competently in KDLG?

.....

Employee Performance

In what image are the employees in KDLG placed in and why?

.....

How are organization's problems affecting the employee in the working environment handled?

.....

What is your perspective towards working and duration spent in KDLG?

.....

How do you perceive this organization?

.....

How is KDLG beneficial to your social development and enhancement in life?

.....

What is your view, if the organization went down financially?

.....

APPENDIX VI

DISCUSSION GUIDE

1. Do you have staff values?
(b). Are they widely communicated to staff?
2. What are the key staff values at Kalangala District?
3. What are the key staff norms (acceptable behavior - legal or illegal)
4. For how long have you worked in Kalangala Local Government?
5. Do you have intentions of leaving in the near future?
6. How does organisational communication affect employee performance?
7. How does organisational leadership affect employee performance?
8. How does decision making in an organization affect employee performance?
9. How does control affect employee performance?
10. How does organisational environment affect employee performance?
11. What is the effect of provision of allowance on employee performance?
12. Do you face any problems or challenges in KDLG which hinder proper employee Performance?
13. Suggest any solutions.

APPENDIX VII

SAMPLE SIZE DETERMINATION

MORGAN & KREJCIE (1970) TABLE FOR DETERMINING SAMPLE SIZE

N	S	N	S	N	S	N	S
10	10	15	14	20	19	25	24
30	28	35	32	40	36	45	40
160	113	170	118	180	123	190	127
200	132	210	136	220	140	230	144
240	17	250	152	260	155	270	159
280	162	290	165	300	169	320	175
340	181	360	186	380	191	400	196
420	201	440	205	460	210	70	214
500	217	550	226	600	234	650	242
700	27	750	254	800	260	850	265
900	269	950	274	1,000	278	1,100	285
1,200	291	1,300	297	1,400	302	1,500	306
1,600	310	1,700	313	1,800	317	1,900	320
2,000	322	2,200	327	2,400	331	2,600	335
2,800	338	3,000	341	3,500	346	4,000	351
4,500	354	5,000	357	6,000	361	7,000	364
8,000	367	9,000	368	10,000	370	15,000	375
20,000	377	30,000	379	40,000	380	50,000	381
75,000	382	1,000,000	384				