

**ORGANISATION CULTURE AND EMPLOYEE PERFORMANCE: A CASE OF
INTRAHEALTH INTERNATIONAL IN UGANDA**

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ABSTRACT

The study investigated organization culture and employee performance at IntraHealth International. The objectives of the study were; to ascertain the effect of organization norms, management practice and organizational processes on employee performance in IntraHealth International in Uganda. The study used both qualitative and quantitative approaches to research. A sample size of 61 respondents was used in the study. The instruments for data collection mechanisms was Questionnaires with 91.8% response rate and use of interview guide with 80% response rate. The results of the study showed that norms and values are present, well-articulated and they have a significant positive effect on performance at IntraHealth. The results of the study also indicated that management practice had a high overall mean implying that management practice had a significant effect on the performance of employees and organization at large. The study also confirmed that the organizational processes at IntraHealth enhanced employee performance and has significant effect on the performance of employees. The researcher recommends that Intrahealth management should continually enhance norms and values by setting up adequate systems like planning and budgeting to support the implementation of norms and values. The researcher recommends for the positive management practices to be sustained especially relating to routine feedback from supervisors, managers through open communication flows, this will allow for an open environment where issues affecting performance are address as and when they happen. The researcher also observes that since Organization processes have significant effect on employee performance IntraHealth needs to improve on certain process flows to enhance efficiency, effectiveness, monitoring tools that track planned vs actual performance outcomes. And also recommends putting in place formal mechanisms that enables learnings from best practices to ensure continuous improvement and innovation. In conclusion, the study discovered that organization culture has a significant effect on employee performance at IntraHealth and therefore recommends for management to enhance parameters of organization culture that enables continuous improvement and innovation at IntraHealth International.

Declaration

I, **BRENDA ACHA** hereby declare that this is my original work, is not plagiarized and has not been submitted to any other institution for any Award.

Signature :

A handwritten signature in blue ink, appearing to read "Acha", written over a vertical red line on a white background.

Date : *June 18, 2024*

BRENDA ACHA

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Approval

This is to certify that this work has been done under my supervision and submitted for examination with my approval.

Signature

A handwritten signature in blue ink, appearing to be 'Eric Mabonga', written in a cursive style.

Date: 1/06/2024

Assoc. Prof. Mabonga Eric

Dedication

I dedicate the output of this Research to my sons; Onen Arthur, Nokrach Warren and Gen Shannan; whose discipline gave me the time and space to complete this assignment.

I also dedicate this to my parents; Oringamoi Ouma, Mother Santa Amito Ange and Mzee Sunday Abwola for the encouragement and unwavering support during this study.

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Special thanks also go to my course mates with whom I undertook this course for their effort, encouragements, academic ideas; these interactions and discussions contributed greatly to the completion of this piece of work.

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Above all, I give honor and glory to God the Almighty who gave me good physical, mental health, strength and wisdom to carry out the tasks of this study without breaking down.

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List of Terms and Acronyms

II-U	IntraHealth International – Uganda
ARV	Antiretroviral
PR	Public Relation
CoCIS	College of Computing and Information Sciences
DV	Dependent Variable
IV	Independent Variable
HRMS	Human Resource Management System
CLA	Collaborative Learning Approach
GoU	Government of Uganda
RHITES-E	Regional Health Integration to Enhance Services in Eastern Uganda
USAID	United States Agency for International Development
LLCs	Limited Liability Companies
MNCH	Maternal Newborn and Child Health
NGO	Non-Governmental Organisation
FP	Family Planning

CHAPTER ONE:

GENERAL INTRODUCTION

1.0 Introduction

The study of Organization Culture and Employee performance focused on assessing the effects of organization Culture in respect to norms, management practice and organization processes on employee performance at IntraHealth International.

The chapter presents the background to the study, statement of the problem, the purpose of the study, objectives, research questions, research hypotheses, scope of the study, justification for the study and definitions of key terms.

1.1 Background to the Study

This chapter provides a brief description of the Historical, Theoretical and Contextual background to the study.

1.1.1 Historical Background

The origins of the NGO presence in Uganda can be traced back to before 1989. According to the National NGO Policy, 2010: International Non-Governmental organizations have their incorporation partially or wholly controlled by citizens of one or more countries other than the partner states forming the East African Community, but operating in Uganda .Most of the International NGOs assumed a substitutive role for some of the social services that were formerly provided to the natives by the state.

IntraHealth International is a global Not-for-Profit Organization established in 1979 with Headquarters in United States of America and has been in Uganda for the past 25 years. IntraHealth International's mission is to improve performance of health workers and strengthen the system in which they work and improve health outcomes. The mission is that everyone everywhere has access to better health. There have been several programs that have been implemented over the last 25 years. However, the focus of this study was predominantly premised on the Regional Health Integration to Enhance Services in Eastern Uganda

(RHITES-E), a United States Agency for International Development (USAID) funded program to support the Government of Uganda (GoU) and key stakeholders to increase availability and utilization of high quality health services in 25 districts in Eastern Uganda and 5 districts in Karamoja sub-region by strengthening health systems and improving the quality of, access to, and demand for health services with attention to equity and underserved populations (IntraHealth International, 2022).

The program is intended to reduce the burden of HIV/AIDs, Malaria, Maternal and neo natal deaths through strengthening health systems across Eastern Uganda with capacity to prevent, treat and manage those key health challenges. IntraHealth employs technical health workers to engage all government hospitals, strengthen supplies of medicines, referral systems, and create community structures that will enable community maintain treatment, prevention mechanisms.

1.1.2 Theoretical Background

The study was guided by the organization excellence theory by James E. Grunig which “specifies how public relations makes organizations more effective, how it is organized and managed when it contributes most to organizational effectiveness, the conditions in organizations and their environments that make organizations more effective, and how the monetary value of public relations can be determined”. The excellence theory resulted from a study about the best practice in public relations, which was headed by Grunig in 1985. To maximize value of public relations, it must identify strategic publics and build long-term relationships with them through symmetrical communication programs (Grunig, 1995). In regard to the study therefore, the theory gives insight on the parameters for performance which are effectiveness, public relations, and recognizes role of internal and external stakeholders.

Dozier (1992) elaborates that to support the excellence theory thought-based problem solving means little without tangible implementation by the ‘technicians’ or low level mechanics who do communicate products, implement policy decisions. Whereas the excellence theory has level of hierarchy at which different issues are addressed, Dozier emphasizes the importance of the lower level implementers.

1.1.3 Conceptual Background

For this study, the main concepts have been organization culture and Employee performance conceptualized by different scholars. For the discussion of Independent variable, the researcher used framework Schein's model framework. Schein (1985), in *A Foundational Volume*, discussed an organization's culture as the basic assumptions and beliefs that are shared consistently across members of an organization and, that the organization culture defines taken-for-granted views of the organization and its environment (Krause and Kristin, 2016). Schein emphasized role of leaders in enabling organization culture and therefore leadership style was used to enlist responses.

The concept of organizational culture started with Edgar Schein's observations in the late 1950s. Working in National Training Labs in Boston, Schein would gather groups of Executives during training together and say nothing. What happened next was people would begin to structure the activities of the group, leaders would emerge, and standards would start to be set. But it didn't take long for the group to begin to develop ways of doing things, and out of this came a sense of group identity, a set of unwritten rules for how things would be done, and an informal designation of leaders. A culture of the organization had been born. Often within a few days, Schein named these sets of behaviors "organizational culture". Important to note is that Schein emphasized the role of a leader in creating and maintaining the culture of an organisation (Schein E. H., 1985).

Organization culture is generally viewed as a set of key patterns of values, assumptions, understandings, norms, beliefs and attitudes that may not have been articulated but shape the ways in which people behave and things get done (Information Resources Management Association, 2017).

The above concept of organization culture from early scholars like Schein provide a foundation and an understanding of organization culture and its parameters and gives an understanding to inform the particular variables that this particular study looked at.

This study used the understanding of culture perspectives of early scholars who observed that the culture of an organization consists of leadership interactions, articulated visions, performance standards and accountability; process orientation and, innovation and change. Other scholars have given insights on concepts and processes associated with organizational culture. They have equated organization culture with the birth of organizations. Pettigrew described culture as an amalgam of beliefs, identity, ritual, and myth which conceptualization, is still widely used today. These insights describe the varied aspects of organization cultures (Pettigrew, 1975).

In this study, organization culture was conceptualized as norms , organization processes designed over a period of time and management practices by leaders of different departments that are embedded into everyday decision-making processes in the organization.

Performance management on the other hand, is a strategic approach to creating and sustaining improved performance among employees, leading to an increase in the effectiveness of companies. By focusing on the development of employees and the alignment of company goals with team and individual goals, managers can create a work environment that enables both employees and companies to thrive (Haines & St-Onge, 2012). According to Anitha (2014), performance is associated with quality and timeliness of output, presence and/or attendance on the job, efficiency and effectiveness of the work completed. It can, however, also be looked at in terms of behavior (Akinbowale et al., 2014).

The role of the employees in the organization is evaluated against norms and practices. For these reasons, norms describe behaviors approved and expected by the system (Ojo, 2010). Norms are codes of conduct and criteria adopted by the majority of employees, which are developed in accordance with the cultural values of an organization (Mansouri et al., 2018).

A learning Organization can be defined as one “where people continually expand their capacity to create the results, they truly desire where new and expansive patterns of thinking are nurtured, where collective aspiration is free, and where people are continually learning to see the whole together (Smith, 2001).

Peter Senge popularized the concept of learning organization and made an analysis of a learning organization in form of five (5) disciplines, namely; system thinking, personal mastery, mental models, knowledge sharing and shared vision (Smith, 2001). The adaptive capacity of organizations like IntraHealth International to changes in patterns and behaviors of staff will go a long way in fostering overall organization performance. In an increasingly innovative and transformative world, only those organizations that establish a culture of learning will remain competitive in the long run.

A process is a series of steps and decisions involved in the way work is completed. A process consists of 4 steps namely; steps and decisions — the flowchart. A series of steps and decisions describing the way work is completed; variability of processing time and flow the pattern of processing times; timing and interdependence and lastly assignment of resources — how many and where are they assigned (Zarbo, 2012).

Employee performance in this study was conceptualized as the effectiveness and efficiency with which employees perform their duties.

1.1.4 Contextual Background

Prior to Uganda's independence in 1962, Government – owned institutions dominated most service delivery in the country. However, as Uganda recovered from political instability, there was a lot of disparity and low quality of life due to competing priorities in terms of health, education, civil service and per capita income. According to the National NGO Policy, 2010: International Non Governmental organizations have their incorporation partially or wholly controlled by citizens of one or more countries other than the partner states forming the East African Community, but operating in Uganda .Most of the International NGOs assumed a substitutive role for some of the social services that were formerly provided to the natives by the state.

IntraHealth International is a global Not-for-Profit Organization established in 1979 with Headquarters in United States of America and has been in Uganda for the past 25 years. IntraHealth International's mission is to improve performance of health workers and strengthen the system in which they work. There have been several programs that have been implemented over the last 25 years. However, the focus of this study was

predominantly premised on the Regional Health Integration to Enhance Services in Eastern Uganda (RHITES-E), a United States Agency for International Development (USAID) funded program to support the Government of Uganda (GoU) and key stakeholders to increase availability and utilization of high quality health services in 25 districts in Eastern Uganda and 5 districts in Karamoja sub-region by strengthening health systems and improving the quality of, access to, and demand for health services with attention to equity and underserved populations (IntraHealth International, 2022).

1.2 Problem Statement

Between 2019 and 2021, employee performance at IntraHealth declined significantly in relation to efficiency, effectiveness, timeliness leading to poor health outcomes for HIV patients across Eastern Uganda; the decline was specifically in follow ups of HIV Clients, maintain them in care and treatment, preventive education and linkages to treatment and referral leading to bad health outcomes and higher death rates, (IntraHealth Annual Report, 2019/2020)

This meant that efforts from employees at IntraHealth and its partner TASO in strengthening follow up, tests and treat, sensitization, and preventive education was not adequate in the region, especially in understanding behavioural patterns of patients. This required an indepth analysis of employee performance, behaviours, management strategies to implementing changes, thinking outside of the norm, re engaging internal, external stakeholders to enable improvement of health indicators. The researcher therefore sought to understand the behavioural, norms, cultures to understand the performance gaps since budgets, plans to implement activities already existed and still there was poor performance in Financial year 2019/2020.

IntraHealth International in Uganda has endeavored to employ and retain best performing employees in the labour market and strives to have an organization structure, systems and processes that meets the need on the ground in terms of performance. Service quality in regard to other indicators like family health, nutrition, Maternal Newborn and Child Health (MNCH) and Family Planning (FP) have had steadily good progress (IntraHealth International, 2021). The ideal is to have a whole round service quality that addresses all aspects of access to health services in Eastern Uganda.

However, on several occasions between 2019 and 2021, there have been summons by the Donor over fluctuating indicators relating to specific targets in regard to maintaining HIV clients to care, referral, and linkages to care. In years 2019 and 2020, a total of 2386 clients received confirmed outcomes after the follow up exercise. In total, 1152 confirmed clients (48.2%) returned for care services and refills, 331 (14%) were transferred out, 256 (11%) relocated, 466 (20%) were unable to be traced, and 98 (4.1%) were confirmed dead (IntraHealth International, 2020). IntraHealth International continues in supporting health facilities with counsellors and lay-workers to strengthen health education regarding appointment keeping, also promote freedom to transfer to any facility of choice follow up of lost to follow clients. This is a result of employee efforts in thinking outside the box to analyse root causes why patients are lost to follow to prevent bad outcomes; use of data to inform targeted programing; innovation, involvement, partnerships, research, performance-based monitoring, among many other factors. Employees need to not only perform well but also take initiatives that can sustainably maintain service quality according to the IntraHealth Annual Report (2019-2020).

The fluctuating targets observed over project years was indicated to be a direct reflection of employee effort, and level of initiatives, organization culture. It is important to note that the decline in performance was as a result of many factors including a need to understand behavioral patterns of clients to enable targeted tailor made employee efforts.. This requires a very sustainable approach involving managing organization culture and a clear understanding of behavior patterns of clients, for example, HIV clients to sustainably be able to maintain them to care. Data from performance management tools and audit reports justify and have indicated that employees and management need to refocus their efforts in order to improve service quality (IntraHealth International, 2020).

1.3 Purpose of the Study

The study intended to determine the effect of organization culture on employee performance at IntraHealth International in Uganda.

1.4 Specific objectives of the Study

The specific objectives of the study were to;

- i) Ascertain the effect of organization norms on employee performance in IntraHealth international in Uganda.
- ii) Establish the effect of management practice on employee performance in IntraHealth international in Uganda.
- iii) Determine the effect of organizational processes on employee performance in IntraHealth international in Uganda.

1.5 Research Questions

- i) What is the effect of organization norms on employee performance in IntraHealth international in Uganda?
- ii) What is the effect of management style/ practice on employee performance in IntraHealth international in Uganda?
- iii) What is the effect of organizational processes on employee performance in IntraHealth international in Uganda?

1.6 Justification of the Study

Numerous studies have been carried out on organizations and employees generally, describing particular management practices and styles like motivation, human resource practices among others that are claimed to lead to more productive employees (Patterson et al. 1997).

IntraHealth International in Uganda particularly was chosen due to the challenge of performance that it was facing in regard to particular indicators and therefore, the study sought to establish the effect of

organizational culture and employee performance by giving thoughtful knowledge on the subject matter so that corrective actions can be taken.

1.7 Significance of the Study

The study on the effect of organizational culture on employee performance is of interest to the Board members, the members of the Executive Committee, policy makers, the employees and researchers. By investigating the effect of organizational culture on employee performance in the context of IntraHealth International in Uganda, the findings of the study immensely contributes in enabling the top management of IntraHealth International in Uganda and other countries to understand the critical role organizational culture plays in increasing employee performance, productivity and overall organizational performance in delivering key services as enshrined in the organization's portfolio, hence accelerating achievement of overall organizational objectives.

Information generated from these findings is of benefit to other Non-Governmental Organizations having challenges of performance in certain key areas, just like IntraHealth International in Uganda, to provide insights and innovations for future interventions by the sector actors aimed at improving the employee performance and overall organization performance.

For policy makers, the findings are useful in formulating policies on organizational culture in the NGO sector. For the employees, the study has revealed the areas that the management is required to improve to ensure that higher performance is achieved. The study gave an opportunity to employees to suggest ways that can enhance their performance.

The study is also useful to other researchers who may benefit by replicating the study to determine how organizational culture could be influencing employee performance in other Non-Governmental Organizations. Furthermore, the study has contributed to the extension of the frontiers of body of knowledge. Whereas other studies could have already contributed towards the understanding of employee performance elsewhere, the specific organizational cultures being studied and their implications on employee

performance in Non-Governmental Organizations are previously not well known. The study therefore, has added new knowledge on the current literature. Moreover, the limitations of this study in terms of methodology and/or tools in addition to the uncompleted issues have provided a basis for further research.

1.8 Scope of the Study

1.8.1 Content Scope

The research focused on the relationship between organization culture in terms of shared norms, values; management practices, and processes used in IntraHealth International in Uganda. The study further examined employee performance in terms of efficiency and effectiveness in meeting performance targets. More specifically, the study was intended to analyze the effect of organization culture and employee performance in the Ugandan – based IntraHealth International

1.8.2 Geographical Scope

The study was conducted at the Ugandan – based IntraHealth International Plot 34 – 36 Bunghokho Road, Senior Quarters in Mbale City. Mbale is located North – East of Kampala, approximately 245 kilometers from the capital of Uganda, Kampala. Though the project spans across all Eastern regions of Teso, Karamoja, Bugisu and Bukedi, the research focused on mainly employees who are stationed in the Mbale Main Office. Specifically the study was done in at the IntraHealth Office in Mbale districts that has employees from Teso, Bukedi, Karamoja seated and based there.

1.8.3 Time Scope

The study investigated whether organizational culture has an influence on employee performance in the Ugandan – based IntraHealth International and it was conducted from December 2021 to June 2022.

1.9 Conceptual Framework

This study was conceptually framed as shown below;

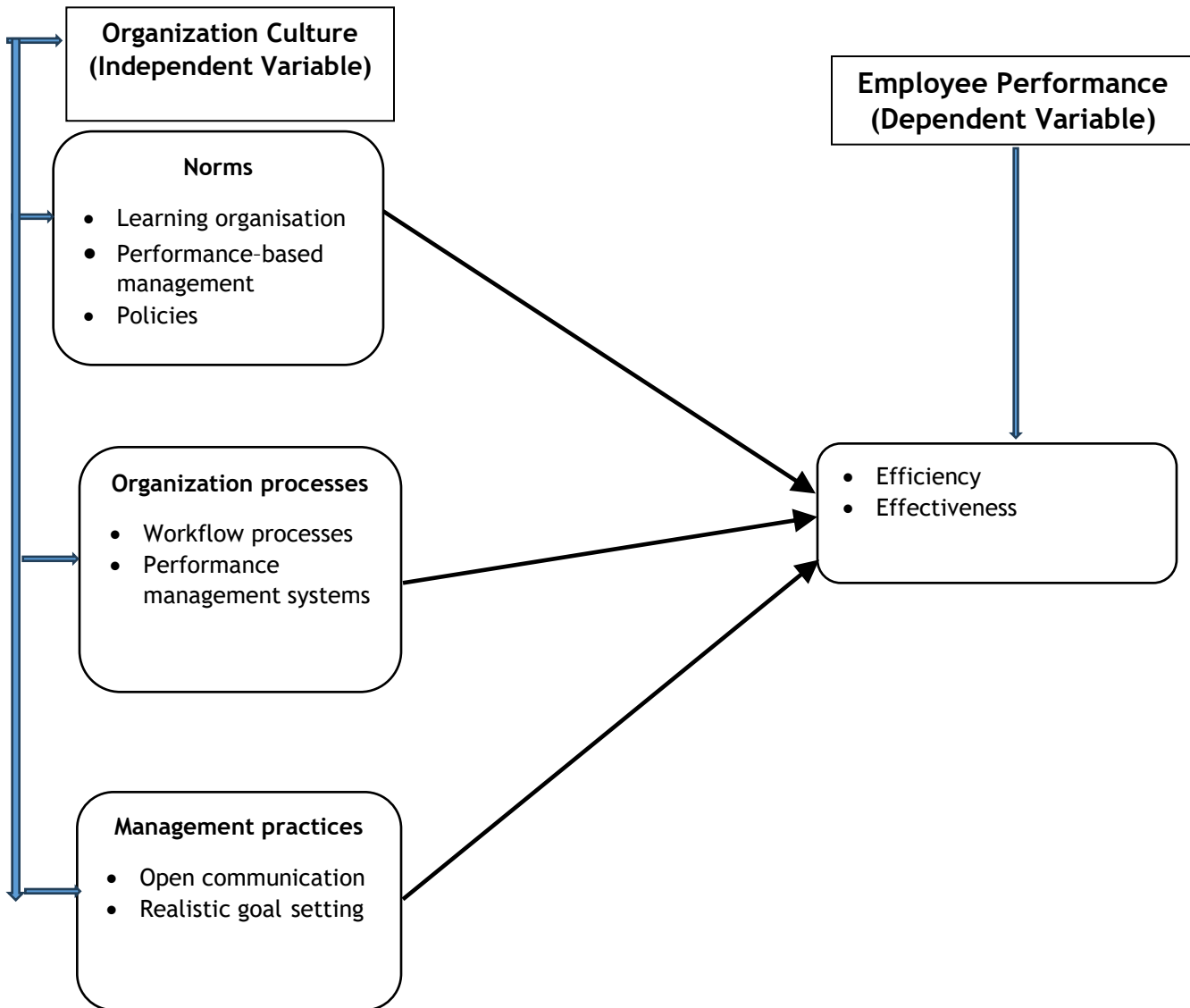


Figure 1: Presents the diagrammatic interactions of variables and how the IV (organizational culture) directly affect the Employee Performance (Direct Variable)

Source: Adopted from the writing of North House (1997)

The relationship expressed by the conceptual framework above is that; if organizational culture factors are controlled, employee performance will improve. Organizational culture factors were conceptualized as the

independent variable with dimensions of Organizational Norms, Organizational Processes and Management practices affecting the dependent variable, Employee performance. The assumption held is that an NGO is likely to be influenced by the choice of its processes, which in turn influences its strategy, organization culture, leadership style and approach to managing employees as well as its ability to learn. In other words, this will have very important implications on its employees' performance and identity, and vice versa (Haddock, 2002).

1.10 Operational Definition of Key Terms and Concepts

For the purpose of this study, the following terms were defined as indicated;

Employee performance refers to the degree of efficiency and effectiveness with which an employee's work effort is measured. Employee performance is a measure of work quantity, quality, timeliness, innovation and commitment to work.

Organizational culture refers to the collection of values, beliefs, policies, and attitudes that create a persistent environment within the organization.

Performance – based management is the ability of leaders, managers and the organization to inspire performance that produces goals, objectives that are consistent, predictable, successful by being intentional in decision making and management practice. Performance based management must conform to objectivity, fairness and legality in business process.

Policies are set of principles and related guidelines that a company establishes to define its long-term goals, direct and limit the scope of its actions in pursuit of long-term goals, and to protect its interests. Policies are the guidelines developed by an organization to govern its actions, decisions and responsibilities for future business goals.

Performance management systems can be viewed as the broader function of Human Resources

that includes; goal setting, continuous progress review, frequent communication and reward management.

Organization process is a fixed manner of completing a task that consists of a sequence of steps that must be followed in order for the task to be completed properly within a unit, or sequencing those activities linking them to different departments, all synchronized towards a common goal.

Management practices are the working methods and innovations that managers use to make the organization more efficient.

Communication is the process by which information is shared between two or more people, departments or other stakeholders. Each management roles planning, organizing, leading, and controlling – depends on effective communication.

Efficiency is a situation in which a person, company, organization or institution use factors of production time, materials, labor, funds, without wasting any.

Effectiveness is the fact or quality of producing the intended or desired result.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter examines various studies concerning organizational culture and its influence on organizational performance from referenced books, journals, reports and magazines. The chapter also discusses the theories that were relevant to the study. Specifically, the chapter highlights the dimensions of organizational culture and their relation to performance. This chapter is organized under sub-sections that include the theoretical review, the literature review based on each of the themes derived from the objectives, and a summary of the literature review.

2.2 Theoretical Review

2.2.3 The Theory of Organizational Excellence

The study was guided by the organization excellence theory. In respect to performance, James E. Grunig with other scholars formed the Excellence team, carried out a study in regard to organization excellence which “specifies how public relations makes organizations more effective, how it is organized and managed when it contributes most to organizational effectiveness, the conditions in organizations and their environments that make organizations more effective, and how the monetary value of public relations can be determined”. The excellence theory resulted from a study about the best practice in public relations, which was headed by Grunig in 1985 and other scholars. This theory analyses employee and organization performance being dependent on its public relations, reduce costs of negative publicity, and increase revenue by providing products and services needed by stakeholders. To maximize value of public relations, it must identify strategic publics and build long-term relationships with them through symmetrical communication programs (Grunig, 1995). In regard to the study therefore, the theory gives insight on the parameters for performance which are effectiveness, public relations, and recognizes role of internal and external stakeholders.

Four key pillars of the excellence theory are Goal attainment, systems, strategic constituencies and competing values. The excellence team demonstrated that public relations values show in quality of relationships organizations build with public or stakeholders. It helps to incorporate public feedback into organizational strategy.

The Excellence Theory also shows that an organization's reputation is largely a byproduct of these organizational behaviors and organization – public relationships, re-emphasizing the important strategic role that public relation (PR) has in organizational governance. The Excellence Team concluded from the research findings that public relations contribute to organizational effectiveness by incorporating stakeholders' goals into an organization's goals, and that the value of public relations lies in how it helps an organization develop and maintain quality relationships with strategic constituencies (Grunig et al., 2002). The researcher related employee performance to well aligned organization and individual goal setting as parameters.

There are other authors who advanced organization excellence in regard to organization or business excellence. Among the core principles of organizational excellence are; quality planning, quality control and quality improvement. In this regard, they describe contemporary quality measures in health care in terms of how to ensure quality planning, quality control and quality improvement, which enabled the researcher to draw up questionnaires relating to employee performance in respect of quality service delivery (Foster & Jonker, 2008).

The Excellence team observed that the value of communication can be determined at four levels, Program level, functional level, organizational level, societal level this being impact on publics.

Relating to this research, this theory is significant because it supported the study in analyzing those aspects of efficiency and effectiveness in relation to public relations, stakeholder expectations and satisfaction which need to be embedded in organization behavior, performance expectation, norms to be adopted and management practices to be adopted to be able to perform to expectation of stakeholders who are the donors, the government, and the clients.

Organization excellence is defined as the ongoing efforts to establish an internal framework of standards and processes intended to engage and motivate employees to deliver products and services that fulfill customer requirements and business expectations. According to Malcolm Baldrige National quality award, the traits of organization excellence include; leadership, strategic planning, customer & market focus, measurement, analysis and knowledge management, human resource focus, process management, and business result. Organization excellence therefore is a measure of the successful integration of technology. Organization excellence is to a big extent a result of transitional and transformational activities for example information relating to matrices, measures, decision support; structure relating to roles responsibilities, accountabilities of each function area. These measures in typical organization provided basis for measuring performance in this study (Foster & Jonker, 2008).

Other scholars observe that organization excellence is overly concerned with customers as the primary audience. Stephen Waddington, 2018. Yet there is more to organization excellence than its strategic population.

The relevance of the theory is in its focus on systems, processes, quality control and their interrelations that will foster efficiency but will enhance employee performance. Whereas other entities have less structured processes and systems, others are very structured to an extent there is a procedure for each activity and this prevents fraud, waste, abuse and also helps in compliance to legal and statutory requirements.

2.2.2 Schein's Model of Organizational Culture

The organization culture as advanced by Edgar Schein explained that organizations do not adopt a culture in a single day, instead it is formed in due course of the time as the employees go through various changes, adopt to external environment and solve problems (Schein E. H., 2010). They gain from their past experiences and practicing it every day thus forming the culture of the workplace. Schein believed there are three levels in an organisation culture (Lteif, 2022).

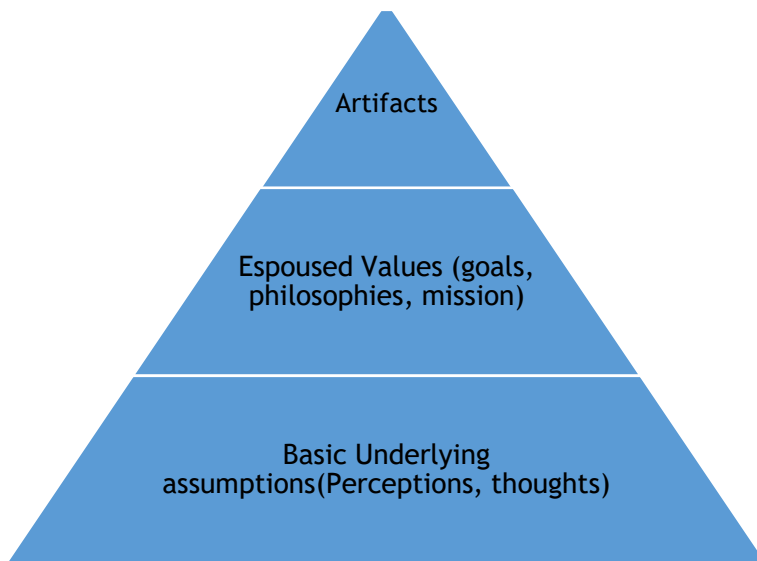


Figure 2: Schein's Organizational Culture Framework

Source: Adopted from Schein (1985)

The first level are Artifacts through architecture and interior arrangement of physical space, dress codes, office furniture, color themes, facilities layout, behavior of employees. Artifacts can also be in form of stories and myths amongst staff and indicate what type of persons are considered heroic, what happens in organization if one acts a particular way for example what happens if a person of status breaches a company rule employees will be interested to know how its handled compared to a common employee. Does organization choose between profits or employee wellbeing? Other artifacts include rituals, ceremonies our traditions or ways of doing things (Onday, 2016).

The second categorization are values which are higher level of consciousness and reflect members shared opinion on how things should, goals, philosophies, it comes from values of individuals in that organization play an important role in determining the culture of the organization. The process and attitude of employees have a big impact on the culture of any particular organization. This also includes what people think in terms of their mindset influences the culture of that workplace. Third level of Schein's theory is Basic assumption which are assumed values of employees which cannot be measured but do make a difference to the culture of an organization. There are certain beliefs and facts which stay hidden, this hidden aspect of human behavior. For example, assumption about importance of time in a group or how times is to be measured, assumption of how space is allocated, boundaries and privacy (Juneja, 2001).

In this study, the Schein's model provided an understanding of dependent variable – organisation culturee dynamics like employee's perceptions, missions and values, norms, systems and processes, even work arrangement and physical presentation of a workplace which all play important role in performance. However, it should be noted that organization culture alone without resources, leadership, and other market environment alone cannot determine solely the success of any organization.

2.3 Conceptual Review

The conceptual review gives details of previous studies in line with the objectives of this study, as presented below;

2.3.1 Organization Culture and Employee performance

The culture of an organization needs to be developed to enhance performance, as it plays a key role in how employees are motivated, the reward system, how people feel about their work. There is evidence from previous researchers that organization culture plays a big part in employee motivation and consequently performance. Organizational culture should be prompted to ensure employee motivation in order to achieve organizational goals (Sempene et al., 2002). According to Hofstede (2001), recognition of the work done by the employees will make them work harder in future. This means organization culture plays a big role in employee performance (Hofstede, 2001).

Earlier studies show a relationship between organization culture and employee performance. For example, in the study that Ronah Tugume Arinanye did, it was concluded that organization culture plays an important role in employee performance in the context of Makerere University College of Computing and Information Sciences (CoCIS) (Arinanye, 2015). The researcher based mainly on organization communication, employee commitment and motivation as parameters of organization culture and observed that there is a positive relationship between organization culture and employee performance (Arinanye, 2015). Drawing from recommendations of her study, this study focused on other organization culture sub variables (norms, processes and management practice) as a measure of organization culture and its effect on employee performance in a non-governmental, which is a non-teaching institution. In her recommendation, there are other factors that affect employee performance other than organizational culture, organizational communication and organizational commitment. The study therefore recommended that future research should focus on these other factors which affect organizational performance like motivation of employees, leadership styles, working environment and organizational policies, among others (Arinanye, 2015).

The most important responsibility of Managers is ensuring that the team members achieve high level of performance and they work together to review performance expectations. Performance has been perceived

differently by various researchers, but most relate performance to measurement of transactional efficiency and effectiveness towards organization goals (Stannack, 1996).

2.3.2 Norms and Employee performance

Several academics and practitioners according to Kotter & Heskett (1992), cited in Agwu (2014), argue that the performance of an organization depends on the degree to which the values and norms of its employees are widely shared. According to Kumari & Singh (2018), they observed that organization culture has a positive impact on employee performance. The study revealed that the national culture is influenced strongly by shared history, experiences, religious bonds, geographical positions, climate within a country forms a national culture that also form interregional cultures within a country and this comes to influence organization subcultures that characterize the unique aspects of organization, department, divisions in different locations within a country (Kumari & Singh, 2018).

In the study, the first problem is to define the nature of relations and boundaries between values and norms which boundaries according to this study analysis is set clear roles expectations for employees in organization. The second societal problem is guarantee that people behave in a responsible manner that preserve social fabric, engage in productive work. This means organizations should put up systems and procedures that curb waste and abuse for example policies that prevent fraud, time keeping policies. The last is regulate people's treatment of human and natural resources and avoid the exploitation in the workplace this relates to use of power to exploit other people of presumably lower levels, vendors, children. In this study, focus was put towards organizations instituting processes and codes of conduct to prevent people's exploitative tendencies when working in a setting where they interact with others and majority society and hold key resources. This will go a long way to avoid disrepute, legal suites that can bring an organization down and this is a performance issue. In this instance, codes that protect children, vulnerable staff like women, the disabled like Anti Discriminatory codes of conduct to prevent employees using their statuses to influence minority population, colleagues or vendors and this directs performance behavior (Kumari & Singh, 2018).

The key to good performance is a strong culture. It is further observed that due to difference in organization culture, same strategies do not yield same results for same organization in different regions. Kandula (2006) stated that the people must be induced to consider welfare of others, coordinate with them in manner that preserves social fabric and not withhold their efforts and curb avoidance tendencies, and this can similarly be done in organizations by setting standards of performance behavior and encourage interdependencies (Kandula, 2006).

To create an organization – wide best performance, there is need to appreciate existence of societal norms which must be induced and assimilated in the organization’s selected processes and procedures. There are several steps to take in order for an organization to assess and define company culture (Meredith, 2012).

2.3.3 Organization processes and employee performance

A process is a flow of interrelated events toward a goal, purpose, or end. Strategies create interlocking systems and processes when they are comprehensive, functional, and dynamic—when they designate responsibility and provide criteria for measuring output (Certo & Certo, 2012).

In this analysis in regards of business processes, Organizing must be carefully worked out process, it involves working out activities embedded to accomplish goal, assigning those tasks to individuals and arranging those individuals in a decision-making framework (organization structure). A unified part acting in harmony to execute tasks to achieve goals effectively and efficiently. This stems from Organisation goal, structure to implement the goals, role alignment. All team members must know their roles and responsibilities when organizing is done well or it will bring conflicting roles, confusion. The organizing process involves five steps step 1 is Job Design, secondly is departmentalization, then delegation, span of management (control), chain of command all of which lead to a formed organization structure. All these make work more efficient since there is cohesion and separation of tasks in a systematic manner (Certo & Certo, 2012).

In the study conducted by Abitegeka (2012), the researcher focused on the levels of organisation culture in Bank of Baroda (Uganda) Limited in regard to how high low or moderate employee culture is and found the factors to be moderate. In this study, the researcher deferred in the causal relationship between organisation culture variables and their effect on employee performance. Focus was specifically put on aspects of processes, norms and management practice as variables and their influence on employee performance (Abitegeka, 2012).

A systematic performance appraisal gives employees motivation, a just and fair appraisal for a period's efforts is good to keep an employee performing well. The study also indicated that job stress mediates the relationship between performance appraisal satisfaction and work-family conflict and this affects commitment towards work and where there is work stress it translates to disorientation and poor performance (National Research Council, Division of Behavioral and Social Sciences and Education, Commission on Behavioral and Social Sciences and Education, Committee on Performance Appraisal for Merit Pay, 1991; Murphy & Cleveland, 1995).

2.3.4 Management practice and employee performance

According to Magee (2002) cited in Agwu (2014), organizational culture is inherently connected to organizational practices which in turn influence employee performance. There are three universal ways to defining, assessing, implementing, and improving culture in a business organization. First and foremost, the organisation's leadership should be clear about what they want the culture to be and about its values and design creative participation from influencers. Meredith , 2012 suggested that it is a very useful exercise to get open and honest feedback from the employees so that a culture of openness, since effective communication influences feedback mechanisms for correction of deviation, and set performance standards. Communication in itself is a key factor in leadership and influences how employees perform tasks. When employees feel engaged, and decisions are clear, and appropriate feedback is provided by management in relation to performance, it has a positive influence on how they get motivated. Each individual is different

and therefore, use of several management styles can be effective in harnessing employee performance (Meredith, 2012).

In a study by Arinanye in 2015, she emphasized communication as one of the key factors of organization culture aspects that lead to good employee performance. In this study, one of the management practices is participatory management relating to communication. The movement of information from management to employees and feedback mechanisms inform performance of an organization. It is analyzed that where there is routine planned feedback mechanisms or performance management mechanism, deviations are corrected as and when they occur. In this study, the researcher attached focus to investigating which management practices best suit employees of a certain category to enable better output and quality of work and the researcher has identified communication as a core management practice. Therefore, effective communication decreases the uncertainty as well as enhancing the employee trust, consequently increasing job satisfaction, employees commitment and their loyalty towards work all of which creates good environment for performance (Arinanye, 2015).

2.3.5 Summary of the Literature review

Employee performance is one of the greatest challenges that leaders grapple with due to globalization, competition and changes in customer taste and preferences. Organizations have put various measures to harness employee performance and sustain organizations amidst global changes. This involves engagement of different employees and aligning their roles to organizational mission and vision, to move towards same direction and also to have a culture that allows for innovation, change management and technology transitions so as to be able to remain afloat. Employers acknowledge that their organizations will flourish if they can engage their employees, meaning that they will be motivated to give their very best to their employer (Foot & Hook, 2008).

From the literature reviewed, therefore, the researcher identified major gaps from the studies conducted. Specifically, researchers have conducted studies relating organization culture and its effects on employee performance some in public institutions, schools, industries and not specific to non-governmental organization. The fact that there is scanty literature in this area especially regarding the relationship between organizational culture and employee performance in regards to non-governmental organization leaves a gap that this study intended to cover. The current researcher therefore, thoughtfully intended to bridge the gaps identified in previous studies by putting more emphasis and focus on the critical role organization culture plays in performance of non-governmental organization (IntraHealth International, 2022).

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter outlines the methodology that was used to guide the study. It presents the research design, target population, sample size and sampling procedures. It also highlights the data collection instruments, reliability and validity of instruments. It also describes the data analysis procedures.

3.2 Research Design

The specific designs are qualitative, quantitative designs. The quantitative approach typically focused on quantifying the effect of one variable on another. Such an endeavor can be best achieved when a quantitative approach is used because it allows for collecting numeric data on observable individual behavior of samples, then subjecting the data to statistical analysis (Mukherjee, 2019).

The qualitative approach was also adopted, aimed at enabling the researcher capture data that would have been left out by the quantitative approach (Crossman, 2021). The qualitative approach was also used in the study. This design describes a population, situation or phenomenon that is being studied. It focused on answering the how, what when and where of the research questions. The research also used descriptive research design to obtain views, perceptions, feelings and attitudes of employees in respect to norms, processes and management practices (Bazeley, 2020).

A case study research design was used in this study given that one entity was selected, and findings formed a representation of other similar entities. By including both quantitative and qualitative data, case study helped to explain both the process and outcome of a phenomenon through complete observation, reconstruction and analysis of the cases under investigation (Tellis, 1997).

A case study is an empirical enquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which

multiple sources of evidence are used (Yin, 1984). Yin presents case study as an integral method and can be used in evaluations to capture the complexity of a case and contextual conditions of a case (Yin, 2014).

In this study, the Ugandan – based IntraHealth International was selected as a representation of other Health focused non-governmental organization. A case study was advantageous in terms of getting real time information relating to a phenomenon in its context where it happens and there is no generalization, the complexity of real-life situations is better explained which may not be in the case of other designs.

A survey method was used where all IntraHealth International in Uganda staff were contacted to provide information on a questionnaire guide and the feedback received from the respondents was used to deduce conclusions.

3.3 Area of Study

The researcher confined the study within influences of organizational culture on employee performance in a Non – Governmental Organizational setting in Uganda, with specific reference to IntraHealth International in Uganda.

3.4 Sources of Information

Singh (2013) correctly pointed out that the goal of information sources is to provide valuable information that is valid enough to provide basis for decisions and further research on various subjects. There are various sources from which information can be obtained. Generally, information sources can be broadly categorized into two; documentary and non-documentary sources (Singh, 2013; Fisher et al., 2018).

For the purpose of this study, the researcher used primary sources of data from direct respondents because it was more specific authentic and need to get up to date information and also IntraHealth Annual Reports.

3.5 Population and Sampling Techniques

3.5.1 Population of the Study

A population can be seen as the entire group of the people or events or objects that the researcher wishes to investigate (Mukherjee, 2019). IntraHealth International in Uganda consists of sixty-one (61) employees who constituted the study population.

Study focused on the whole population and therefore a census was done. A census is an attempt to list all elements in a group and measure one or more characteristics of those elements. A census was used to list all employees and provide detailed information on all or most elements in the population thereby enabling totals for rare or small geographic areas. The questionnaire was administered to all members of the organization. In this study the population was small and specific and therefore a whole component formed part of the study, this provided more information and description of the variables under study (Lavrakas, 2008).

3.5.2 Sampling Technique and Procedure

The study used a census meaning the whole population of study were listed and a questionnaire issued to all staff. The researcher used whole population

However, from the same population, 5 key informants were purposively selected and issued interviews and out of the 5, 4 of them responded. Purposive sampling technique was used in selecting individuals that were knowledgeable about or experienced with a phenomenon of interest (Creswell & Creswell, 2018). In this case, this sampling technique was used to select the leadership team who were interviewed. The researcher chose this technique because the respondents were knowledgeable, have a long history with the organization and are knowledgeable of internal dynamics of the organization. Sampling is a technique widely used in qualitative research for the identification and selection of information-rich cases for the most effective use of limited resources, (Patton, 2002).

Table 3. 1: Research Respondents by Category

S/No.	Category of respondents	No.	Sampling technique
1	IntraHealth Employees	61	Census
2	Leadership Team	5	Purposive sampling

Source: Research proposal

A census was used in which the questionnaire was issued to the entire 61 staff employees out of whom 56 responded. The structured Interview Guide was administered to only a specific category of employees i.e., the top management who are widely knowledgeable about the trends, supervision tactics, and performance of the entity over the period of the organization's existence. They were 5 in number.

3.6 Variables and Measurements

Singh (2022,159) asserted that it is necessary to clearly define the variables and the indicators of the defined variables such that everyone understands exactly what has been measured. Defining the variables and the indicators is also necessary in order to ensure consistency in the measurements (Singh, 2022).

Therefore, the variables for this study were Organization Culture categorized into Norms, Organization processes and management practices as Independent Variables (IV) and Employee performance categorized as Timely delivery of services (effectiveness) and efficiency as the Dependent Variable (DV).

A standard Questionnaire on a five-point Likert scale was used to get quantifiable soft primary data from individual respondents. The scale designed are defined as; 5-Strongly Agree; 4-Agree; 3-Not sure; 2-Disagree; 1-Strongly disagree. The respondents recorded their answers within closely defined alternatives. The ordinal scale as measurement of variables categorized the elements being measured and also ranked them in order.

3.7 Procedure/ Protocols for Data Collection

The researcher wrote the Research Proposal and presented it before a panel consisting of Research Committee of Uganda Christian University. Upon acceptance of the proposal by the University, the researcher proceeded to obtain a letter to take to Chief of Party, IntraHealth International Uganda to be able to carry out data collection. In addition, a cover letter was prepared by the researcher to accompany each questionnaire explaining the purpose of the study to ensure that the respondents were not biased or suspicious.

During data collection, the questionnaires were distributed to different respondents whom the researcher made follow up to ensure the questionnaires were filled. After data collection, data was analyzed using suitable data analysis package i.e., Statistical Package for Social Scientists (SPSS) Computer Package; and this formed part of the final report submitted to Uganda Christian University for defense.

The interview Guide was administered to a few selected employees in the categories selected.

3.8 Data Collection Instruments and Equipment

The instruments used in this study were questionnaire and an interview guide.

3.8.1 Interview guide

An unstructured interview guide was used as a tool for collecting in depth information from the key informants that were purposively selected. The researcher designed an Interview Guide that was administered to specific target employees, i.e., the leadership team. The guide had a list of topical issues and questions which were explored in the course of conducting the interviews and probed where necessary. The guide was carefully drawn with the questions soliciting for the perception of the key respondents regarding the effect of organizational factors affecting employee performance.

The interview guide was important since it provided a direction towards obtaining an in-depth qualitative data and triangulation of findings through the face – to - face interaction which would have not been possible to obtain when using self – administered questionnaires (Guest et al., 2013; Flick, 2021).

3.8.2 Questionnaire

Researcher also administered structured questionnaire to solicit views, opinions and perceptions of all respondents. The researcher posed questions to the targeted respondents to solicit answers to specific objectives. The questionnaire was divided into sections, the first addressed organization norms; second section addressed issues relating to management practices; third section addressed organization processes. The last section addressed measures of employee performance which was further divided into sub sections of efficiency and effectiveness.

The standard Questionnaire was structured on a five-point Likert scale defined as; 5-Strongly agree; 4-Agree; 3-Not sure; 2-Disagree; 1-Strongly disagree. The respondents recorded their answers within closely defined alternatives. The choice for the researcher to administer questionnaire was based on the quest for high response rate within a short period of time and the opportunity to introduce the research topic to the respondents with a hope to motivate the respondents to give honest answers (Ngulube, 2021: p. 302).

3.9 Data Quality/ Error Control

3.9.1 Validity

Validity indicates the extent to which a measurement procedure actually measures what is intended to be measured in terms of accuracy rather than measuring something else, or nothing at all (Ruel et al., 2015).

3.9.1.1 Content validity

Content validity for questionnaire and interview guide was ensured through expert opinion and judgment. The instrument was shared with the University – based experts. This was intended to evaluate the relevance of each item in the instruments to the objectives of the study (Ruel et al., 2015).

The expert then rated each item on the scale: very relevant (4), quite relevant (3) somewhat relevant (2) and not relevant (1). In this way, the irrelevant and unnecessary items were removed for coherence.

In the same way, the interview guide had numerous questions relating to each objective and expert opinion for relevance of each question was sought. Deficiencies identified in the instruments were rectified or removed before the instrument was used.

3.9.1.2 Concurrent validity

A balanced Likert Scale with five category responses (strongly agree, agree, not sure, disagree, strongly disagree) was used to ensure concurrent validity. The respondents chose the response that best described their reaction to the statement to express and measure the differing opinions and attitudes.

3.9.1.3 Construct validity

Literature review on publications by specialized sector professionals, authors, scholars and agencies was done to ensure the construct validity. The researcher used published materials for the various concepts in the study to ensure the construct validity.

3.9.2 Reliability

Reliability refers to the consistency or dependability of the measuring instrument (Elman et al., 2020). It is how the quality was controlled in the research. The first step in ensuring reliability was by providing clear operational definitions of the variables under study. A pretest was done with at least four (4) respondents who were not part of this study.

Cronbach's alpha reliability coefficients was generated using Statistical Package for Social Scientists (SPSS) computer program to estimate the reliability of the questionnaire. The Cronbach's alpha reliability coefficient was 0.877, which indicated that the tool was reliable (Sekaran, 2003).

Table 3. 2: Reliability statistics for Cronbach's alpha reliability test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.877	.905	48

Source: Research proposal

The researcher endeavored to train anyone involved in data collection emphasizing the need for accuracy, clear understanding of questions and recording the information obtained both in text and with a recorder so that data is triangulated during compilation.

3.10 Strategy for Data Processing and Analysis

The researcher used both Qualitative and Quantitative Data Analysis techniques.

3.10.1 Qualitative Data Analysis

The qualitative data analysis method derives data via words, symbols, pictures, and observations. Probing was done for questions which had not been understood in their context. All the data collected from open ended interviews, notes from those interviews from key informants were edited continuously to ensure that conclusions were correctly deduced. The data collected from the open – ended questionnaire were categorized by its content and compared to variables in the study, the researcher made content analysis to deduce conclusion. A content analysis also looked for trends in responses (Bazeley, 2020).

3.10.2 Quantitative Data Analysis

Analysis was done according to the objectives of the study, data generated through the questionnaires were cleaned, edited and coded before analysis was done. The preferred statistical package which was used for analysis of data in this study is the SPSS 25.0. Summary statistics in form of qualitative and quantitative measures, frequencies and percentages have been used and interpretations made thereof.

3.10.2.1 Regression Analysis

For this study, the organizational culture factors were regressed against employee performance. The researcher used multiple linear regression analysis since the sub variables were more than one. However, SPSS was used to simplify the task of multiple linear regression analysis. This was aimed at determining the extent to which the organizational culture factors as a whole explain the variation in employee performance.

All the data collected from different sources were triangulated to inform valid conclusion of findings.

3.11 Ethical Considerations

To ensure that the research was conducted within the acceptable ethical framework, the researcher ensured that the following ethical principles were adhered to;

- i. The sought permission from Uganda Christian University before undertaking the study.
- ii. The researcher introduced herself to the leadership of the institution and sought permission indicating the actual purpose of the study without making uncalled for promises.

- iii. During data collection phase, anonymity of the respondents was ensured. The respondents were assured that the information offered would be handled with confidentiality and secrecy and only used for academic purposes.
- iv. Participants were informed about the reason and purpose of the research.
- v. The respondents were duly informed that consent was sought from the management of the Organization before the commencement of this research. For those who were absent and requested email questionnaire, a copy of an approval email from the Chief of Party was attached accompanying the questionnaire.
- vi. When making analysis of research, the researcher ensured accurate data and avoided any fabrication of information during data collection by obtaining feedback immediately after research.
- vii. Email correspondences were sent to target respondents in advance requesting for support and indicating the purpose and objective of the study.

3.12 Methodological Constraints

One of the challenges the Researcher faced was staff spread out in all districts in Eastern Uganda and making time to go through questionnaire was difficult as most respondents frequently indicated they had other competing priorities. The leadership team also had limited time to provide substantially very detailed information.

The researcher therefore, strategized and gave email option to some respondents and followed up with numerous phone calls. For the interview guides, the researcher requested for appropriate time and date to meet each person and this worked well. One person could no longer be reached as they moved out of the Country and never responded on email. Effort was made in terms of reminders, email and phone for those that had not yet provided feedback.

CHAPTER FOUR:

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents an analysis and the interpretation of the results. The analysis is guided by the specific objectives that were used in the study. The presentation of results has been done in three sections. The first section presents the response rate. The second section presents demographic characteristics of respondents who participated in the study in terms of age, gender, education level and experience with IntraHealth International in Uganda. The third section presents the analysis of the study findings in relation to specific objectives. The main purpose of the study was to examine organizational culture factors influencing employee performance in Non-Governmental Organizations using the case study of the Ugandan - based IntraHealth International.

4.1 Response Rate

Sixty-one (61) questionnaires were distributed to all employees of IntraHealth and 56 were returned. While 5 key informants were purposively sampled for interviews, only 4 were available to be interviewed. The response rate for the questionnaires was therefore 91.8%, while that of interviews was 80%. In regard to interview, 5 were questioned but 4 gave responses.

Table 4. 1: The response rate

Category of Respondents	Sample Size	Actual Response	Percentage
Employees and managers	61	56	91.8%
Leadership Team (EXCO)	5	4	80%

Source: Primary field data

Table 4.1 shows a summary of the response rate for the study. This response rate indicates that data was collected from a reasonable number of respondents; hence the collected data and the findings from it can be

relied on. According to Mugenda and Mugenda (2009) a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent.

4.2 Demographic characteristics of the respondents

In this section the demographic characteristics of the respondents are presented. The section presents age, gender, education level, and length of experience of the respondents.

Table 4. 2: Background Information of the Respondents by Age

Age Range	Frequency	Percent	Valid Percent	Cumulative Percent
20 – 30	15	26.8	26.8	26.8
31 – 40	23	41.1	41.1	67.9
41 – 45	9	16.1	16.1	83.9
46 +	9	16.1	16.1	100.0
Total	56	100.0	100.0	

Source: Primary field data

Table 4.2 shows that the majority of the respondents, 41.1% were aged 31 – 40 years, while a combined 32.2% were aged 41 – 50 years, compared to 26.8% aged 30 years and below.

The results indicate that most of the respondents fall within the productive age bracket and have accumulated a wealth of experience to perform well at their jobs in NGOs.

4.2.1 The Distribution of Respondents by Gender

Table 4. 3: The distribution of respondents by gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	36	64.3	64.3	64.3
Female	20	35.7	35.7	100.0
Total	56	100.0	100.0	

Source: Primary field data

Table 4.3 reveals that the majority of the respondents, 64.3% were male, compared to 35.7% who were their female counterparts. The reason for this could be that IntraHealth International strives to balance its

workforce through affirmative action targeting a balance of gender in its workforce. A 35.7% is reasonable given the gender disparities in education for the girl child in Uganda.

4.2.2 The Distribution of Respondents by Level of Education

Table 4. 4: The distribution of respondents by level of education

Level of Education	Frequency	Percent	Valid %	Cumulative %
Certificate	8	14.3	14.3	14.3
Diploma	1	1.8	1.8	16.1
Undergraduate Degree	17	30.4	30.4	46.4
Postgraduate Diploma	12	21.4	21.4	67.9
Master's degree	17	30.4	30.4	98.2
Undergraduate Degree & Professional Qualification (e.g., CPA)	1	1.8	1.8	100.0
Total	56	100.0	100.0	

Source: Primary field data

Table 4.4 shows that the majority of the respondents, 30.4% were of Bachelor's degree level of education that exactly tallied with Master's Degree graduates also at 30.4%, while 21.4% held Postgraduate qualification on top of having achieved an Undergraduate Degree. From the entire workforce, only one (1) staff holds a Diploma qualification that exactly tallies with a holder of a professional qualification i.e., CPA alongside holding an Undergraduate Degree (1.8%), while 14.3% of the workforce was constituted by Certificate holders.

The results also revealed that the executive committee members had attained at least Master's degree or Postgraduate Diploma which is suggestive of their strategic role in playing their oversight function. A cumulative 84% of all IntraHealth International in Uganda employees had attained at least a Bachelor's degree which suggested that a minimal requirement to work for IntraHealth should be a Bachelor's degree indicating that respondents were well educated to understand the questions in the research instruments and hence gave unbiased responses and on the other hand an indication of a well-educated labor force that can ably perform on their assigned jobs.

4.2.3 The Distribution of Respondents by Experience

Table 4. 5: The distribution of respondents by experience with IntraHealth International in Uganda

Length of Service	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	6	10.7	10.7	10.7
2 - 3 years	23	41.1	41.1	51.8
4 + years	27	48.2	48.2	100.0
Total	56	100.0	100.0	

Source: Primary field data

Table 4.5 shows that the highest number of respondents, 48.2% had 4+ years of experience and 2-3 years of experience were 41.1%. 10% of the respondents had worked for less than 1 year at the time of this study. The results reveal that 1 – 5 years of experience is a considerable amount of time to understand employee performance and organization culture dynamics and issues in an organization. It further means that the respondents had the basic knowledge of working in the NGO context and could provide the appropriate information for this study.

4.3 Descriptive Statistics

The descriptive statistics used were frequencies and percentages, while the inferential statistics used were regression analysis such as model summary, ANOVA and Coefficient.

The variables were measured on a five-point Likert scale ranging from; 1-Strongly Disagree (SD), 2 – Disagree (D), 3 – Not sure (NS), 4 – Agree (A) and 5 - Strongly Agree (SA). Frequencies were presented as percentages and strongly agree responses and agree responses are all presented as agree, while strongly disagree responses and disagree responses are all presented as disagree while interpreting the findings.

4.3.1 Employee Performance in IntraHealth International in Uganda

Data was collected to measure employee performance using a structured questionnaire, from two dimensions namely; Efficiency of work and Effectiveness of employees' performance. The findings are presented dimension by dimension (as shown in tables 4.6 and 4.7). The likert findings (measured as 1=strongly disagree and 5 strongly agree) were presented together with mean and standard as below. The mean values

ranging between 0 to 1.0 meant very low, 1.1-2.0 low, 2.1-3.0 moderate, 3.1-4.0 high and 4.1 to 5.0 very high in comments section of the tables.

Table 4. 6: Responses to dimension of effectiveness as a measure of performance

(5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree	5	4	3	2	1	Mean	Standard Deviation	Comments
New employees are exposed to performance expectations at the start of work	39.2%	57.1%	1.8%	1.8%	0%	4.339	0.611	Very significant
Your supervisor gives you prompt feedback relating to your performance	30.4%	58.9%	0%	10.7%	0%	4.089	0.858	Significant
There is a supportive Human Resource Management Information System to measure performance of employees	48.2%	44.6%	7.1%	0%	0%	4.410	0.626	Very significant
Realistic goal setting is undertaken during the course of performance cycle	51.8%	44.6%	0%	3.6%	0%	4.446	0.685	Very significant
You know your roles and responsibilities and you are aware that they add value to the overall goal of the organization	60.7%	39.3%	0%	0%	0%	4.607	0.492	Very significant
Performance – related conversations are always valuable at my organization	37.5%	60.7%	1.8%	0%	0%	4.357	0.519	Very significant
You have a To – Do list of your priority assignments for the day and accomplish them all at end of the day always	44.6%	53.6%	0%	1.8%	0%	4.410	0.596	Very significant
Your job in aligned to your skills, attitude and interests	57.1%	42.9%	0%	0%	0%	4.571	0.499	Very significant
Overall Mean						4.404		Very significant

Source: Primary field data

Table 4.6 shows that the majority of the respondents were in agreement on most of the dimension of effectiveness as elaborated below;

On whether employees at the Ugandan – based IntraHealth International ensure that they produce quality, timely work and that there is a system of feedback mechanisms that supports performance, the majority of

the respondents agreed and strongly agreed that they produce quality work and there is performance management system that supports them in giving and getting feedback. In the analysis, 57.1 % of the respondents agreed and 39.3% strongly agreed that performance expectations are set and agreed upon at onset of year or at onset of joining.

On whether there is prompt feedback relating to their performance from supervisors, at least 30.4% strongly agreed while 58.9% agreed. The analysis also showed that at least 10.7% were not sure or disagreed with being given timely feedback from their supervisors.

Relating to employees knowing their roles and responsibilities, majority affirmed that they know and strongly agree at 60.7% and 39.3 agreed. A cumulative score of 100% in this indicator implies all staff know their roles.

Relating to whether their role is aligned to their skills attitudes and training, 57.1% of the respondents strongly agreed while 42.9% agreed that there is alignment of the roles to their skillsets.

Generally, a high overall mean of 4.404 is an indicator that employees at IntraHealth are perceive they perform effectively.

Table 4. 7: Responses relating to employee efficiency as a measure of performance

(5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree	5	4	3	2	1	Mean	Standard Deviation	Comments
You attend to your work with speed and accuracy	62.5%	37.5%	0%	0%	0%	4.625	0.488	Very high
You work over and above work time to complete your tasks that have deadline	58.9%	37.5%	0%	1.8%	1.8%	4.500	0.762	Very high
You usually take time to follow up with respective stakeholders regarding feedback	41.1%	57.1%	1.8%	0%	0%	4.392	0.528	Very high
You use key learnings and collaborations to direct your interventions to better get good outcomes of my activities	42.9%	57.1%	0%	0%	0%	4.428	0.499	Very high

You use data and statistics to inform your work	58.9%	39.3%	0%	1.8%	0%	4.553	0.600	Very high
In your line of work, you are cognizant of areas that are risk to fraud, waste and abuse and take interest to prevent it	60.7%	39.3%	0%	0%	0%	4.607	0.492	Very high
The Performance Management and other Human Resource Management Systems are simple and user friendly	44.6%	48.2%	7.1%	0%	0%	4.375	0.619	Very high
For individual performance, some practices such as priorities, capabilities, relationships, and accountability impact a steadily positive employee performance	46.4%	50.0%	3.6%	0%	0%	4.428	0.567	Very high
Overall Mean						4.488		Very high

Source: Primary field data

Table 4.7 further shows that the majority of the respondents were majorly in agreement on the indicators of efficiency in relation to performance. There are several indicators in this section as elaborated below;

On whether staff take time to make extra follow up with stakeholders regarding feedback, the response rates closely tallied at 51.7% for those that agreed and 49.3% cumulatively strongly agreeing.

Relating to whether individual employees take key learnings to inform actions of improvements the response was also positive with 42.9% strongly agreeing, and 51.1% agreeing.

However, some noted that workplans are pre-planned so interventions that can improve on declining indicators due to budget constraints may be differed. Also, key behavioral patterns amongst clients like stigma affects treatment outcomes and may not be related to how frequent staff make follow ups.

In terms of performance management, the respondents presented strong agreement to presence of a robust Human Resource Management Systems (HRMS) and cycle that is followed by all employees to manage performance with 44.6% strongly agreeing, 48.2% agreeing and 4% of the respondents who were less than

a year old indicated not sure, since they had not interfaced with the systems before. This means there is performance management practice to engage employees for productivity.

Generally, a high overall mean of 4.488 is an indicator that employees at IntraHealth are performing efficiently.

4.3.2 Organization Norms and Values

In terms of Organization norms and values, areas asked relating to presence of norms and values at IntraHealth that support performance included; prompt feedback mechanisms in case there are changes; access to information to enable performance; the norms at IntraHealth reflect employees personal values; whether employees hold employee norms and values deeply; new employees are inducted into organization norms and values; employer encourages a learning environment; employees codes of conduct are shared with employees at all times.

In respect to interview guide, the respondents, respondents affirmed that norms are present and aligns all staff towards one direction, ensures openness and accountability.

Table 4. 8: Views of respondents on organization’s norms and values

(5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree, (0) Others	5	4	3	2	1	Mean	Standard Deviation	Comments
There are norms that IntraHealth International practices that help the employees perform better	32.1%	66.1%	0%	1.8%	0%	4.285	0.562	Very significant
There is prompt Feedback Mechanism in cases of changes within the organization	26.8%	67.9%	1.8%	1.8%	0%	4.232	0.571	Very significant
Everyone has access to the information they need to deliver in their respective tasks	37.5%	57.1%	5.4%	0%	0%	4.321	0.575	Very significant
The values of IntraHealth International reflect my personal values	25.0%	66.1%	7.1%	1.8%	0%	4.142	0.615	Very significant
Your role is aligned to the mission, vision and core objectives of the organization	48.2%	51.8%	0%	0%	0%	4.482	0.504	Very significant
You hold deeply to the Corporate Values of my employer	46.4%	53.6%	0%	0%	0%	4.464	0.503	Very high

New employees are inducted on core norms and values of the organization	57.1%	37.5%	5.4%	0%	0%	4.517	.60275	Very high
Your employer has a learning environment where key learnings are used to inform programming	25.0%	64.3%	8.9%	1.8%	0%	4.125	0.634	Very high
Codes of ethics are shared and known to me, as well as my expected behavior at work is known to me	73.2%	26.8%	0%	0%	0%	4.732	0.446	Very high
Overall Mean						4.367		Very high

Source: Primary field data

Table 4.8 shows that of the nine (9) subcategories of norms and values, majority of respondents agreed in affirmative that norms at IntraHealth International are present and shared, and organization has intent to have employees be aware of them to guide performance. However, a smaller percentage had disagreed, i.e., one (1) in every 56 respondents across four different parameters; meaning that IntraHealth International could strengthen some of the aspects of norms for employees to fully embrace values that lead to performance.

In terms of whether IntraHealth international provides a learning environment, 64.3% agreed while 25.0% strongly agreed and the 8.9% of the respondents were not sure and 1.8% do not agree.

Relating to whether there is feedback mechanism for communication of all changes to enhance performance, majority of the respondents agreed with response rate of 67.9%; with 26.8% strongly agreeing while the remaining 4.4% disagreed are were not sure cumulatively.

For example, in terms of a learning organization much as employees say they have access to resources within IntraHealth International to improve their performance, enhance career and support to individual staff is limited. Some respondents cited limited exposure to external conferences, limited time for examination in terms of study leave and even financial support to a few individuals for membership in professional bodies.

Generally, a high overall mean of 4.367 shows that norms and values at IntraHealth are available and known by employees.

The researcher probed the Executive team in a face-to-face interview to find out whether II-U has articulated statements of norms and values in place, and how the norms promote performance, the response is as below;

Yes, the norms and values are well articulated. These are visible and implemented, shareable through orientations and online course modules. The management also confirmed the statements of; mission, core values and codes of conduct are visibly displayed on walls in the office spaces.

Having a well-articulated norms encourage openness and reliability to tasks on the part of the employees and sense of fairness on the part of the supervisors towards the subordinates. The established norms have driven compliance towards organisational priorities and encouraged team work since staff have, through the statements identified with each other in unity.

4.3.3 Management Practice/Style

The researcher also probed respondents in regards to management practices or styles influence in IntraHealth international. The responses returned were statistically analysed and presented as shown in Table 14.

Table 4. 12: Views of respondents on management practices at IntraHealth

(5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree, (0) Others	5	4	3	2	1	Mean	Standard Deviation	Comments
I freely communicate to my manager regarding my work expectations	62.5%	33.9%	0%	1.8%	1.8%	4.535	0.761	Very high
You get immediate feedback relating to my performance	30.4%	60.7%	0%	7.1%	1.8%	4.107	0.867	Very high
I have confidence in management decisions regarding my performance	28.6%	62.5%	5.4%	0%	1.8%	4.142	0.749	Very high
Your supervisor gives you opportunity to innovate new solutions to challenges identified in the course of my work	39.3%	58.9%	0%	1.8%	0%	4.357	0.585	Very high
There is fair treatment and opportunity in regards to work and rewards	12.5%	58.9%	17.9%	10.7%	0%	3.732	0.820	High

Your supervisor and the Management always lead by example	26.8%	62.5%	5.4%	3.6%	1.8%	4.071	0.782	High
Your supervisor delegates roles to You in case of absence	39.3%	53.6%	1.8%	3.6%	0%	4.321	0.690	Very high
Managers at all levels work as a team to achieve organizational goals	44.6%	46.4%	5.4%	1.8%	1.8%	4.375	0.675	Very high
Employees are frequently scheduled to attend various seminars, workshops and conferences with the intention to acquire more knowledge and enhance their performance at work	30.4%	50.0%	10.7%	5.4%	0%	4.125	0.810	Very high
Overall Mean						4.196		Very high

Source: Primary field data

Table 4.12 shows that the majority of the respondents were in agreement on 9 statements relating to management practices. On whether employees are given time to attend seminars, conferences for knowledge building, at least 30.4% of the respondents strongly agreed, 50% agreed, 10% were not sure since they have had no opportunity yet, 5.4% disagreed and indicated that those seminars are selective to particular staff and 3.6% held other opinions. This applied majorly to those that have just joined within a year, by the time this study was conducted.

Regarding whether employees get immediate feedback relating to their performance, at least 30.4% strongly agreed, 60.7% agreed and formed the majority for this response rate, 7.1% disagreed while a respondent representing 1.8% was not sure. One of those who disagreed indicated that most of the feedback they get is during performance evaluation and not on routine basis. These results therefore, suggest that employees are motivated to perform better when they receive feedback from managers promptly.

In terms of whether there is fair treatment in regard to work and reward even when there was a high response on the affirmative, only 12.5% strongly agreed; 58.9% were in agreement. At least 17.9% of the respondents were not sure and 10.7 % disagreed. This is in particular case where employees referred to reward and salary

commensurate to workload and experiences meaning there are employees whose salaries are not commensurate to their training, level of effort that management needs to be cognizant of.

In relation to supervisor allowing a subordinate to innovate new solutions to challenges, a cumulative 97.8% responded in affirmative with 38.9% strongly agreeing and 58.9% convincingly agreeing. However, at least a respondent representing 1.8% disagreed. This means there is high level of innovation for challenges in program implementation for example, a Collaborative Learning Approach (CLA) was adopted to find out reason for lost to follow clients and many solutions were derived, which informed workplans of following years.

Generally, a high overall mean of 4.196 shows that management practices at IntraHealth are satisfactory to employees.

The researcher, through face-to-face interviews with the Executive members sought out their views on how management practices have impacted the staff and if the employees are comfortable with the practices; and the views are as presented below;

The management practices have been carefully crafted to achieve inclusivity among the staff and encourage spirit of workmanship and teamwork. To a great extent, employees are happy; as evidenced by high staff retention rates despite moderate remuneration. The Human Resource department has used effective communication tools in driving and ensuring proper performance management.

Also there is free flow of communication and open door policy where anyone at any time is free to walk in to any manager, director for support without reprimand.

4.3.4 Organization processes

The researcher purposely engaged to have opinions of the respondents on how the organisational processes and systems affect their performance. Responses returned were also statistically analysed and summarized in the table below;

Table 4. 16: Respondents' views on organization processes

(5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree, (0) Others	5	4	3	2	1	Mean	Standard Deviation	Comments
You have adequate necessary working tools and materials to accomplish your tasks	33.9%	60.7%	1.8%	3.6%	0%	4.250	0.667	Very high
There is synergy in the different departments of the organization	23.2%	62.5%	8.9%	5.4%	0%	4.035	0.737	High
The Human Resource Management Systems are very robust and supportive towards execution of my work and performance evaluation	46.4%	46.4%	5.4%	1.8%	0%	4.375	0.675	Very high
The Information Technologies adequately provide an enabling environment for my work	46.4%	50.0%	1.8%	0%	0%	4.464	0.538	Very high
The available Information Systems allow for efficient and effective exchange of information within the organization	39.3%	58.9%	1.8%	0%	0%	4.375	0.524	Very high
There are formal mechanisms and systems that ensure transfer of best practices among various areas of work (e.g., reward systems based on group performance)	16.1%	46.4%	23.2%	14.3%	0%	3.642	0.923	High
Audit report feedback on performance improvements is normally shared with the employees	17.9%	48.2%	17.9%	14.3%	1.8%	3.660	0.995	High
The Financial Management Procedures are known to you	39.2%	55.4%	3.6%	1.8%	0%	4.321	0.635	Very high
Performance Management expectations are known to you	51.8%	46.4%	0%	1.8%	0%	4.482	0.602	Very high

The policies and procedures are known to me and I take responsibility for upholding them during my work	50%	50%	0%	0%	0%	4.500	0.504	Very high
Overall Mean						4.210		Very high

Source: Primary field data

Under organization processes and procedures, there were ten (10) questions to which respondents marked out their responses. Asked whether feedback from audit reports on program, processes and procedures are shared with staff to ensure corrective measure to enhance performance, 17.9% strongly agreed and these were majorly operations staff; 48.2% agreed; 17.9% were not sure; 14.3% disagreed and 1.8 strongly disagreed. This number shows a significant agreement but also a sizable number that indicates audit reports need to be shared in areas affecting particular staff departments for better process improvements and learnings by all.

Relating to whether the available information communications technologies and systems allow effective sharing of information for better performance, at least 39.3% strongly agreed and even indicated there is monthly mobile data and airtime, office wireless fidelity (Wi-Fi) network and notice reminders shared on email, staff WhatsApp groups, and monthly staff meetings. 58.9% agreed and a respondent representing 1.8% of the respondents was not sure. This indicates a robust information management system in place to support performance.

Whether employees have the necessary tools and resources to perform their work, at least 33.9% strongly agreed that the necessary tools and resources are in place, 60.7% agreed and 3.6% disagreed, while a respondent was not sure. During probing the respondents who disagreed that they have computers and mobile data, it was found out that airtime is usually allocated budget per area of field work as well as rationed among the staff in those areas, which therefore, incapacitated some of them to deliver on their core performance indicators, for instance, routine follow ups.

On whether Financial and Human Resource Policies and Systems are known, a cumulative 100% of the respondents were in agreement, implying that there is process flow that is known and followed and contributes to performance.

Also, in relation to synergies between departments in terms of working, planning together across all departments i.e., Human Resources, Administration, Finance, Monitoring & Evaluation, procurement; and programs, synergy exists, as evidenced by a cumulative response rate of 85.7% agreeing in affirmative, with 23.2% strongly agreeing and 62.5% agreeing. However, 8.9% of the respondents were unsure, while 5.4% of the respondents disagreed. This finding means most of the employees in different departments work together towards a common goal. Some also said that some departments work independently and provide moderate level of support.

Generally, a high overall mean of 4.210 shows that organizational processes at IntraHealth are also satisfactory to employees.

The researcher, through face-to-face interviews with the Executive members also sought out their views on which organizational processes are in place at II-U and how the processes are improving performance, and the views are as presented below;

Among the organizational processes instituted are; conflict – free objective recruitment which has created an environment of non-discrimination, a free – flowing communication between the supervisors and the subordinates, the open-door policy where subordinates freely interact and communicate with the executive members. The annual performance management enables staff to evaluate their inputs against the organizational targets and the feedback obtained is considered for further improvement.

On how the organizational processes and systems improve performance, the executive members affirmed that staff are motivated to perform as high performers are recognized, hence reduced staff turnover.

4.5 Inferential Statistics

This section presents a discussion of the results of inferential statistics. Regression model was used to determine the effect the independent variable has on the dependent variable.

4.5.1 Regression Analysis of Organization Norms on Employee Performance

The study carried out a regression analysis to determine the magnitude of the effect of organization norms on employee performance as presented below.

Table 4.17 Model Summary for Organization norms on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.960 _a	.921	.919	.14889	.921	628.761	1	54	.000

a. Predictors: (Constant), Organization Norms

To ascertain the effect of organization norms on employee performance in IntraHealth international in Uganda, a simple regression analysis was undertaken as shown in table 4.17 above. The results revealed that the correlation between organization norms and employee performance was 96% at $p = 0.000$. This implies that a unit increase in organization norms will significantly improve employee performance by 96% in IntraHealth international in Uganda. In terms of effect, organization norms significantly influence employee performance by 92.1% at $p = 0.000$ in IntraHealth international in Uganda. This implies that organization norms are a significant determinant of employee performance in in IntraHealth international in Uganda.

Table 4.18 ANOVA^a for Organization norms on Employee Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.939	1	13.939	628.761	.000 ^b
	Residual	1.197	54	.022		
	Total	15.136	55			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), organization norms

The overall goodness of fit of the model had F value of 628.761 with p value lower than critical ($P < 0.01$), implying that there was a significant relationship between organization norms and employee performance. This also implies that the model was found to be good for predicting employee performance in IntraHealth International.

Table 4.19 Coefficients^a for Organization norms on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-.113	.183		-.617	.540
1 Organization norms	1.044	.042	.960	25.075	.000

a. Dependent Variable: Employee Performance

The results in the table above show that organization's norms have a great effect on performance of Intrahealth with a Beta value (Beta = 0.960), t value (t = 25.075) and low significance level (p = 0.000). This implies that for every unit rise in organization's norms enhancement, there is almost one unit rise in employee performance (96%), which is statistically good fit.

4.5.2 Regression Analysis of Management Practice on Employee Performance

The study carried out a regression analysis to determine the magnitude of the effect of management practice on employee performance as presented below.

Table 4.20 Model Summary management practice on employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.930 _a	.865	.862	.19482	.865	344.801	1	54	.000

a. Predictors: (Constant), management practice

To establish the effect of management practice on employee performance in IntraHealth international in Uganda, a simple regression analysis was undertaken as shown in table 4.20 above. The results revealed that the correlation between management practice and employee performance was 93% at p = 0.000. This implies that a unit increase in management practice will significantly improve employee performance by 93% in IntraHealth international in Uganda. In terms of effect, management practice significantly influence employee performance by 86.5% at p = 0.000 in IntraHealth international in Uganda. This implies that management practice is a significant determinant of employee performance in IntraHealth international in Uganda.

Table 4.21 ANOVA^a for Management Practices on Employee Performance

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	13.087	1	13.087	344.801	.000 ^b
Residual	2.050	54	.038		
Total	15.136	55			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), management practice

The overall goodness of fit of the model had F value of 344.801 with p value lower than critical ($P < 0.01$), implying that there was a significant relationship between management practices and employee performance. This also implies that the model was found to be good for predicting employee performance in IntraHealth International.

Table 4:22 Coefficients^a for Management Practices on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.441	.164		8.786	.000
Management practice	.716	.039	.930	18.569	.000

a. Dependent Variable: Employee Performance

The results in the table above show that management practices have a great effect on the performance of Intrahealth International with a Beta value (Beta = 0.930), t value ($t = 18.569$) and low significance level ($p = 0.000$). This implies that for every unit rise in management practices enhancement, there is almost one unit rise in organizational performance (93%), which is statistically good fit.

4.5.3 Regression Analysis of Management Processes on Employee Performance

The study carried out a regression analysis to determine the magnitude of the effect of management processes on employee performance as presented below.

Table 4:23 Model Summary management processes on employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.976 _a	.952	.952	.11549	.952	1080.725	1	54	.000

a. Predictors: (Constant), Organizational Processes

To determine the effect of management processes on employee performance in IntraHealth international in Uganda, a simple regression analysis was undertaken as shown in table 4.23 above. The results revealed that the correlation between management processes and employee performance was 97.6% at $p = 0.000$. This

implies that a unit increase in management processes will significantly improve employee performance by 97.6% in IntraHealth international in Uganda. In terms of effect, management processes significantly influence employee performance by 95.2% at $p = 0.000$ in IntraHealth international in Uganda. This implies that management processes are a significant determinant of employee performance in IntraHealth international in Uganda.

Table 4.24 ANOVA^a for Management Practice on Employee Performance

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	14.416	1	14.416	1080.725	.000 ^b
Residual	.720	54	.013		
Total	15.136	55			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Process

The overall goodness of fit of the model had F value of 1080.725 with p value lower than critical ($P < 0.01$), implying that there was a significant relationship between management processes and employee performance. This also implies that the model was found to be good for predicting employee performance in IntraHealth International.

Table 4.25 Coefficients^a for processes on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.925	.108		8.549	.000
Organizational Process	.836	.025	.976	32.874	.000

a. Dependent Variable: Employee Performance

The results in the table above show that management processes have a great effect on the performance of Intrahealth International with a Beta value (Beta = 0.976), t value ($t = 32.874$) and low significance level ($p = 0.000$). This implies that for every unit rise in management practices enhancement, there is almost one unit rise in organizational performance (97.6%), which is statistically good fit.

4.5.4 Multiple Regression Results

This subsection gives results for the regression of all the independent variables (organization norms, management practices and organization processes) on the dependent variable employee performance as depicted below;

Table 4.26 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.698	.237		2.949	.005
Organization norms	.167	.178	.154	.939	.352
Management practices	-.132	.091	-.171	-1.453	.152
Organizational Processes	.848	.138	.990	6.152	.000

a. Dependent Variable: Employee Performance

The magnitude and effect of the various variables of the study as per the above table can be observed as follows: firstly, organizational processes have the most significant effect on employee performance of IntraHealth international because it has the highest Beta value (Beta = 0.990), t value (t = 6.152) and low significance level (p = 0.000). Secondly, organizational norms affects employee performance of IntraHealth international with the next most intensive impact by virtue of its Beta value (Beta = 0.154), t value (t = 0.939) and high significance level (p = 0.352). Management practices has the least effect on performance of IntraHealth international with a Beta value (Beta = -0.171), t value (t = -1.453) and high significance level (p = 0.152).

The model shows that organizational processes was the most significant predictor of variance of employee performance suggesting that employee performance in IntraHealth international largely depends on formal mechanisms and systems and other support services that ensure transfer of best practices among various areas of work.

CHAPTER FIVE: SUMMARY AND DISCUSSION OF FINDINGS

5.1 Introduction

The study examined the organizational factors that influence the performance of employees working at the Ugandan – based IntraHealth International. The study specifically set out to: ascertain the effect of organization norms on employee performance in IntraHealth international in Uganda; establish the effect of management practices on employee performance in IntraHealth international in Uganda; and determine the effect of organizational processes on employee performance in IntraHealth international in Uganda.

This chapter presents the summary and discussions, arising out of the study findings according to the objectives.

5.2 Summary of Findings

5.2.1 Organizational norms and Employee performance at IntraHealth International in Uganda

Results according to the descriptive statistics showed that, most of the respondents agreed in affirmative that norms at IntraHealth International are present and shared, and organization has intent to have employees be aware of them to guide performance. They also agreed that IntraHealth international provides a learning environment, there is feedback mechanism for communication of all changes to enhance performance, and they have access to resources. On the other hand, some respondents cited limited exposure to external conferences, limited time for examination in terms of study leave and even financial support to a few individuals for membership in professional bodies.

Generally, a high overall mean of 4.367 shows that norms and values at IntraHealth are available and known by employees.

Inferential results showed that organization's norms and employee performance have significant effect as (R value of 0.960) and that organization's norms are attributed to the variations of employee performance by 92.1% (R^2 value of 0.921) which is a strong fit.

5.2.2 Management practices and Employee Performance at IntraHealth International in Uganda

Results according to the descriptive statistics showed that majority of the respondents were in agreement on whether employees are given time to attend seminars, conferences for knowledge building. They also agreed that they get immediate feedback relating to their performance, there is fair treatment in regard to work and reward, their supervisors allows them to innovate new solutions to challenges. Generally, a high overall mean of 4.196 is an indicator that management practices at IntraHealth are satisfactory to employees.

Inferential results showed that management practices have significant effect on employee performance (R value of 0.930) and that management practices are attributed to the variations of employee performance by 86.5% (R^2 value of 0.862) which is a strong fit.

5.2.3 Organization processes and Employee Performance at IntraHealth International in Uganda

Descriptive results show that most respondents were positive to the statement that feedback from audit reports on program, processes and procedures are shared with staff to ensure corrective measure to enhance performance, available information communications technologies and systems allow effective sharing of information for better performance, employees have the necessary tools and resources to perform their work, airtime is usually allocated budget per area of field work as well as rationed among the staff in those areas, which therefore, incapacitated some of them to deliver on their core performance indicators, for instance, routine follow ups.

They further agreed that financial and Human Resource Policies and Systems are known, synergies between departments exists. High overall mean of 4.210 shows that organizational processes at IntraHealth are also satisfactory to employees.

Inferential results showed that management processes has a significant effect on employee performance (R value of 0.976) and that management processes affect employee performance by 95.2% (R² value of 0.952) which is a strong fit.

5.3 Discussion of Findings

5.3.1 Organizational norms and Employee Performance at IntraHealth International in Uganda

The study found that organizational norms affect employee performance at IntraHealth International. This implies that employee performance in an organization can be increased with a change in organizational norm. The findings of this study could be attributed to the fact that the employees have become a family and feel like the organisation has become part of them. Such a culture enhances employee performance and productivity. The study findings are in line with earlier scholars who found that a positive organizational culture enhances employee and overall organizational performance. The study findings according to Awadh and Saad (2013) found that good organizational culture enhances organizational performance. They found that the norms and values of organizations based upon different cultures influence workforce performance. Also, Ritchie (2010) observes that organizational culture is a motivational tool which compels the employees to perform and ensures better productivity.

Organizational culture allows the employees to be acquainted with both the Organisation's history as well as current methods of operation and this specific detection gives the employees guidance about expected and acceptable future organizational behaviours and norms (Hellriegel and Slocum 2009), as cited by Uddin et al (2013). In addition, Mohammad, Uddin, Huq and Saad (2013) did a study on the impact of organizational culture on employee performance and the results of this study showed positive association between strong culture and performance improvement. They concluded that organizational culture has a positive impact on the employees' job performance.

Bowen et al (2009) agrees that the role of culture is very vital in nurturing, sustaining and enhancing the overall performance of organizations. In addition to this, Kopelmal et al (1990) clarifies that cultural system of any organizations adds to the coordination of assignments and minimizes inefficiency hence improving

on employee efforts and firm's resources. Just like in this study, Cross et al (2010) agree that individuals need a supportive organizational culture to help them reach individual objectives. Therefore, an organization is a consciously coordinated system where characteristics of individuals, groups and the organization interact with each other and effective interaction among them highly depends on organizational culture that shapes the individual performance as observed by Kozlowski and Klein (2010). It therefore, in light of the findings in this study, that the Ugandan – based IntraHealth International needs to positively change the mindsets of the employees towards the culture of the Organization.

5.3.2 Management practices and Employee Performance at IntraHealth International in Uganda

The study found out that management practices effect employee performance at the Ugandan – based IntraHealth International. This implies that an improvement in management practices and styles significantly improves on the performance of employees, hence overall organizational productivity. The positive effect between management practices and employee performance could be attributed to the fact that; supervisors exercise a good teamwork amongst themselves and have clearly built synergies between the units they head, work expectations being well known to subordinates through effective communication between the supervisors and the subordinates, there exists delegation of tasks to subordinates by supervisors. The study responses also indicate that often times the management team leads by example in execution of tasks, as well as the organisation scheduling trainings to the staff through; seminars, workshops and conferences.

Yousef & Shadi (2021) both agreed that management practices such as trainings and delegation of duties to subordinates awakens creativity and innovations among the employees. This increases commitment and employees are motivated to refocus their energies to the organisational objectives, wanting to get tasks at hand done, a similar view agreed upon and further pointing out job definitions by Hafsa et al (2015), where management practices have been largely seen as very important predictors of organizational performance through promoting organizational innovations.

5.3.3 Organizational processes and Employee Performance at IntraHealth International in Uganda

The study found organizational processes affect employee performance at the Ugandan – based IntraHealth International. This implies that employee performance at II-U improves with better working tools and enhanced improvement of the available systems, policies and procedures. The positive relationship between organization processes and employee performance could be attributed to the fact that; the policies and procedures, performance management expectations are known to the employees as well as the available information systems allowing for efficient and effective exchange of information within the Organization.

Ferris et al (2008) agreed that a robust human resource system of an organization is based on supporting values and then these systems, in turn, create a positive impact on employee attitudes and behaviors, which accelerate an organization's performance. Mercer and Bilson (1985), as cited by Mohammad et al (2013), also point out the effect of organization processes and employees' performance, where employees' performance is then translated into organizational outcomes such as achieving targets and customer satisfaction, for an organisation like II-U, that implements health related initiatives among the communities they serve.

The positive effect of organization processes on employee performance in this study therefore, demonstrates the need to enhance organization processes if employee performance is to improve.

CHAPTER SIX:

CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

The magnitude and effect of the various variables of the study as per the findings can be observed as follows: Firstly, organizational processes have the most significant effect on employee performance of IntraHealth international because they have the highest Beta value (Beta = 0.990), t value (t = 6.152) and low significance level (p = 0.000). Secondly, organizational norms affects employee performance of IntraHealth international with the next most intensive impact by virtue of its Beta value (Beta = 0.154), t value (t = 0.939) and high significance level (p = 0.352). Management practices has the least effect on performance of IntraHealth international with a Beta value (Beta = -0.171), t value (t = -1.453) and high significance level (p = 0.152). Conclusively if organization processes have the highest effect on employee performance, therefore IntraHealth needs to harness, build on organization systems and processes to maintain and sustain performance. Even though organization norms and management practices are relatively high there are indicative areas that need to be strengthened as indicated by responses. Specific areas noted was planning adequate budget for activities as a norm , and tailor made capacity building that the organization needs to put focus on as a management practice.

6.2 Recommendations

The organization norms at IntraHealth have been seen to play a significant role in employee performance, the researcher therefore recommends that Intrahealth management should set up collaborative learning and adaptation culture to enable all key learnings and initiatives observed from client's health patterns are reported, documented and used to inform better actions to reduce disease burden in communities.

Management practices had significant effect on employee performance, the researcher recommends other supportive practices like frequent meetings to share updates of progress of each line performance; monitor

plans verses actual on activities implementation by various departments, improvement of reporting tools and encouraging innovation.

In regards to organization processes as a variable to culture, the researcher recommends that organization processes are tracked based on feedback from both internal staff, hospital staff and clients on treatment. To set up system where clients look for fellow clients and keep checking them in care and treatment and this is also transferred in internal performance targets for individual staff. The researcher also recommends to track performance by relating staff performance to department target and health targets, developing tools that can track each indicator of health so that focus is made by staff on indicators that are underperforming and then they are prioritized by employees. This can be done by using government Health information system datato inform where to target underperforming districts and move quickly to handle those performance gaps as identified in the problem statement. This calls for culture of collaboration and learning to work with government institutions and use national data on health outcomes to refocus staff interventions on high alert health challenges (data driven interventions). This will enhance systematic interventions to resolve performance problem noted.

6.3 Contributions of the Study

The study has contributed to body of knowledge and has established key organization culture aspects that have significant effect on employee performance. The study builds onto knowledge on softer aspects of organization culture that other researchers can build of body of knowledge to create usually untapped but important aspects of managing employee performance and overall organizational performance.

The research enables organizations streamline key aspects of performance into their performance management processes to get the most out of employees and consequently contribute to overall organization performance. the Ugandan – based IntraHealth International management will know exactly what affects the employees' performance and the solutions they need to apply. After management has put all the recommendations into practice, the employee will be motivated, more productive, happier and more concerned with achieving the Organization's targets and ultimately, strengthening the health systems in the

focus districts. If the organization starts recognizing and rewarding employees for their achievements, it will make them feel more appreciated and the employees will be willing to go an extra mile in their tasks.

6.4 Recommendations for Further Research

This study only focused on three factors that influence employee performance at the Ugandan – based IntraHealth International, and according to the findings, organizational culture accounted for 19.4%, management practices take up 14.8% and organization processes account for 32.4%. The three factors jointly contribute 66.6% to employee performance. This implies that there are other factors that affect employee performance at the Ugandan – based IntraHealth International other than organizational culture, management practices and organization processes. Therefore, future research should focus on these other factors which affect employee performance, such as motivation of employees, leadership styles, working environment and rewards system among others. Secondly, since it was one NGO that was focused on, other researchers can do further research on other NGOs actively engaged in strengthening health systems and implementing health initiatives and find out what factors influence their employees' performance as well.

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APPENDICES

Appendix 1: Questionnaire for field data collection

Questionnaire for Measuring Organisational Factors influencing Employee Performance in IntraHealth International in Uganda

Dear respondent,

I am a Masters student at Uganda Christian University, undertaking a study on Organizational culture and its influence on Employee Performance in IntraHealth International in Uganda. The study is in partial fulfillment of the requirements for the Award of a Master's Degree in Business Administration of Uganda Christian University.

My kind request is for you to answer the questions sincerely and accurately. I assure that the information collected will only be used for academic purposes and it will be treated with utmost confidentiality. Grateful for your kind cooperation.

Sincerely,

Brenda Acha

SECTION A: Background information of the respondents

In this section, please tick ONLY one option applicable to you

A1: Age

20 – 30 31 – 40 41 – 45 46 +

A2: Gender

Male Female

A3: Level of Education

Certificate	<input type="checkbox"/>	Postgraduate Diploma	<input type="checkbox"/>
Diploma	<input type="checkbox"/>	Masters Degree	<input type="checkbox"/>
Undergraduate Degree	<input type="checkbox"/>	PhD	<input type="checkbox"/>

Other (Please specify).....

A4: Length of Service in/ Experience with IntraHealth International in Uganda

Less than 1 year

2 – 3 years

4 + years

SECTION B: ORGANISATIONAL FACTORS INFLUENCING EMPLOYEE PERFORMANCE

In the subsequent sections, please use the scale provided to tick a number that best describes your opinion.

(5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree	5	4	3	2	1
B.1 Organisation Norms and Values					
B.1.1 There are norms that IntraHealth International practices that help the employees perform better					
B.1.2 There is prompt Feedback Mechanism in cases of changes within the organization					
B.1.3 Everyone has access to the information they need to deliver in their respective tasks					
B.1.4 The values of IntraHealth International reflect my personal values					
B.1.5 Your role is aligned to the mission, vision and core objectives of the organization					
B.1.6 You hold deeply to the Corporate Values of my employer					
B.1.7 New employees are inducted on core norms and values of the organization					
B.1.8 Your employer has a learning environment where key learnings are used to inform programming					
B.1.9 Codes of ethics are shared and known to me, as well as my expected behavior at work is known to me					
(5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree	5	4	3	2	1
B.2 Management practices					
B.2.1 You freely communicate to my manager regarding my work expectations					
B.2.2 You get immediate feedback relating to my performance					
B.2.3 You have confidence in management decisions regarding my performance					
B.2.4 Your supervisor gives you opportunity to innovate new solutions to challenges identified in the course of my work					
B.2.5 There is fair treatment and opportunity in regards to work and rewards					
B.2.6 Your supervisor and the Management always lead by example					
B.2.7 Your supervisor delegates roles to You in case of absence					

B.2.8 Managers at all levels work as a team to achieve organisational goals					
B.2.9 Employees are frequently scheduled to attend various seminars, workshops and conferences with the intention to acquire more knowledge and enhance their performance at work					
(5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree	5	4	3	2	1
B.3 Organisation processes					
B.3.1 You have adequate necessary working tools and materials to accomplish your tasks					
B.3.2 There is synergy in the different departments of the organisation					
B.3.3 The Human Resource Management Systems are very robust and supportive towards execution of my work and performance evaluation					
B.3.4 The Information Technologies adequately provide an enabling environment for my work					
B.3.5 The available Information Systems allow for efficient and effective exchange of information within the organization					
B.3.6 There are formal mechanisms and systems that ensure transfer of best practices among various areas of work (e.g. reward systems based on group performance)					
B.3.7 Audit report feedback on performance improvements are normally shared with the employees					
B.3.8 The Financial Management Procedures are known to you					
B.3.9 Performance Management expectations are known to you					
B.3.10 The policies and procedures are known to me and I take responsibility for upholding them during my work					
(5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree	5	4	3	2	1
B.4 Employee Performance					
A: Effectiveness					
B.4.1 New employees are exposed to performance expectations at the start of work					
B.4.2 Your supervisor gives me prompt feedback relating to my performance					
B.4.3 There is a supportive Human Resource Management Information System to measure performance of employees					
B.4.4 Realistic goal setting is undertaken during the course of performance cycle					
B.4.5 You know your roles and responsibilities and am aware that they add value to the overall goal of the organization					
B.4.6 Performance – related conversations are always valuable at my organization					
B.4.7 You have a To – Do list of your priority assignments for the day and accomplish them all at end of the day always					
B.7.8 Your job in aligned to your skills, attitude and interests					

B: Efficiency					
B.4.9 You attend to your work with speed and accuracy					
B.4.10 You work over and above work time to complete your tasks that have deadline					
B.4.11 You usually take time to follow up with respective stakeholders regarding feedback					
B.4.12 You use key learnings and collaborations to direct your interventions to better get good outcomes of my activities					
B.4.13 You use data and statistics to inform your work					
B.4.14 In your line of work you are cognizant of areas that are risk to fraud waste and abuse and take interest to prevent it					
B.4.15 The performance management and other HR Systems are simple and user friendly					
B.4.16 For individual performance, some practices such as; Priorities, Capabilities, Relationships, Accountability impact a steadily positive employee performance					

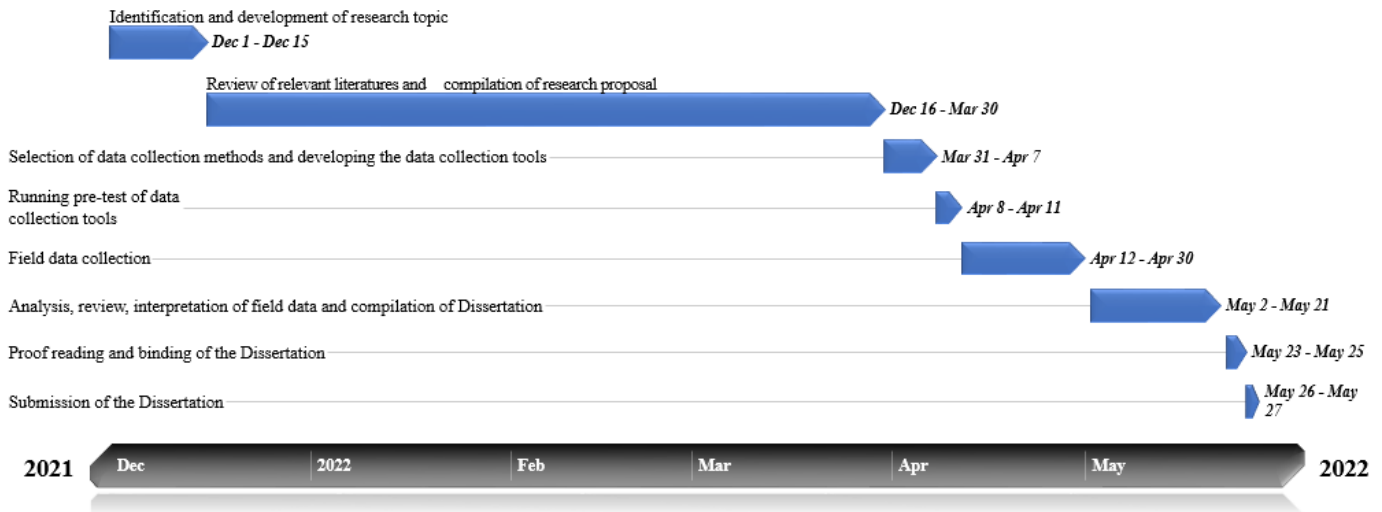
Appendix 2: Interview guide

INTERVIEW GUIDE: ORGANISATION CULTURE AND EMPLOYEE PERFORMANCE AT INTRAHEALTH INTERNATIONAL UGANDA

The purpose of the Interview is to get views of decision-making team Directors relating to how organisation culture affects employee performance.

1. Does IntraHealth have Norms and Values in place? If yes, are those values shared with all employees?
.....
.....
2. How do Organisation norms and values promote organisation performance?
.....
.....
.....
3. Do organisation norms and values help employees to improve their performance? If yes how?
.....
.....
4. How have management practices in this organisation helped to improve employee performance?
.....
.....
5. How comfortable are employees with management practices?
.....
.....
.....
6. What organisational processes are in place at IntraHealth?
.....
.....
7. How do organisational processes and systems improve organisation performance?
.....
.....

Appendix 3: Work plan/ Timeline





**UGANDA CHRISTIAN
UNIVERSITY, MBALE UNIVERSITY COLLEGE.**
A Centre of Excellence in the Heart of Africa

Office of the Academic Registrar

To The Chief of Party - Intrahealth

Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss Dianda Awa
Of Registration Number; WJ20/MUC/MBA/545 pursuing a
Masters' Degree/Postgraduate Diploma/Bachelor's
Degree Business Administration

He/ she is required to carry out an academic research on the topic
Organisation Culture and Employee Performance: A case
of Intrahealth International in Uganda

and thereafter produce a well bound hard cover research report (MAROON) in color for
undergraduate and three (BLACK) copies for Postgraduate students as a University
requirement for the award of a degree/diploma in the academic discipline that he /
she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.

Thank you.

Yours faithfully,



Dr. Ovia Kyatuna Mwisaka
Academic Registrar



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UGANDA CHRISTIAN UNIVERSITY

SCHOOL OF RESEARCH & POSTGRADUATE STUDIES

DISSERTATION CORRECTION COMPLIANCE REPORT BY THE CANDIDATE (POST VIVA FORM)

Date: Sept 4, 2024

Name of Candidate: Brenda Acha

Reg. No:

WJ20/MUC/MBA/545.....

Title of Dissertation: ORGANISATION CULTURE AND EMPLOYEE PERFORMANCE: A CASE OF INTRAHEALTH INTERNATIONAL IN UGANDA

SN	COMMENTS BY EXTERNAL EXAMINER		INDICATOR
1	Background to study needs improvement in logical flow eg theoretical background should come before conceptual background	This has been corrected- theoretical background has been moved to come before conceptual background	Page 2, 3
2	The historical background should focus on international NGOs rather than NGOs in general	This section has been refocused from general origin of NGOs to	Page 6
3	In a bid to introduce the study, the candidate offered the chapter introduction before introducing the the entire study	This has been adjusted -A summary of whole study stated and introduction of chapter followed	Page 1
4	Organization excellence theory is not the most appropriate theory to form basis of study, there are several other relevant theories that can be brought on board- the years of author need revision	- This has been noted and the researcher used this theory because to inform the	Page 16, 17, 18

5	<p>The problem statement does not show why candidate zeroed on organization culture, yet there could be more problems areas that affect performance at Intrahealth</p> <p>-Section 1.8.2 is not necessary and should be replaced with the content scope as per the study variables</p> <p>-The conceptual framework should be drawn following the logic presented in the research objectives for easy flow of the study.</p> <p>-The selected measures of the DV vide effectiveness and efficiency</p>	<p>This study focused on organisation culture because the decline in performance was majorly related to clients; behavioural patterns and how employees respond with tailor made interventions</p> <p>Section 1.8.2 has been removed – replaced-deleted</p>	<p>Page 8</p> <p>Page 11</p>
6	<p>-The Schein’s organizational culture framework should have been handy in informing the selection of the independent variables which is not case, and the equity theory is way out of the range for consideration of a study of this nature and should be purged from the dissertation and be replaced with appropriate theory</p>	<ul style="list-style-type: none"> - The Schein organization culture framework has been used to inform the selection of independent variables - The equity theory has been removed from the study 	<p>Page 18, 19</p>
7	<p>Section 2.3.3. presents systems, processes which are different from the IV presented earlier, there is always a requirement to remain consistent with the variables of the study across the entire study. Compare for example the variable in the objective and the research question.</p>	<p>-2.3.3 Sub Title and content has been corrected to reflect Organization processes as one of the Independent variables as described in objectives and conceptual framework</p>	<p>- Page 22</p>
8	<p>Some authors appear in the text without years of publication, this must be taken care of across the entire dissertation e.g. Meredith (????)</p>	<ul style="list-style-type: none"> - Meredith, 2012 has been edited in all sections the author appears- 	<ul style="list-style-type: none"> - Page 24
9	<p>-Revisit table 3.1 to include another column indicating how many were sampled from the population, if it is the same number, then let be stated under the sample column</p> <p>-Table 3.1 and 4.1 present contradicting figures. Whereas as table</p> <p>-3.1 seems to show that the entire population was 61 members, table 4.1 shows that 61 was only for the first category of the population, this must be properly aligned to avoid misrepresentation of facts.</p>	<ul style="list-style-type: none"> - Table 3.1 has been amended to reflect what is on table 4.1 indicating a total population of 61 has been pick wholly for questionnaire feedback. And a purposive sample of 5 key informants picked from 	<ul style="list-style-type: none"> - Page 29 - Page 37

10	<p>The items presented in table 4.6, for which data on performance was measured, are not adequate to represent the DV. For example, item 2:-<i>“There is prompt Feedback Mechanism in cases of changes within the organization”</i> How is this supposed to measure effectiveness?? And others are of a similar nature. One would be tempted to imagine that data on the DV was not properly collected</p>	<ul style="list-style-type: none"> - The researcher understands that open, prompt and free flow of feedback mechanism within institutions or organizations provides clarity to 	Page 1
	<ul style="list-style-type: none"> -Results of the DV should be presented as a composite variable to aid further analysis and application of regression techniques. -The items on efficiency and effectiveness are not aligned to what was problematized in the problem statement. 	<ul style="list-style-type: none"> - This has been taken note, efficiency and effectiveness have been incorporated in problem statement 	- Page 7
	<p>The individual linear regressions presented positive and significant effect on the DV for all the variables, but the multiple regression analysis presented only one significant beta coefficient, the rest were non-significant and in fact one of them presented a negative beta coefficient although not significant. Although this finding is not uncommon, there is a need to explain its occurrence and argue for the selection of the findings that formed the basis of your conclusion.</p>	<ul style="list-style-type: none"> - This is noted 	- Page 58

SN	COMMENTS BY INTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	Edition of Page- Cover page edition format and Research Topic	Title page adjusted with Research Topic, name of student and Registration Number	e.g. Cover page
2	Any other theory that informed the study other than the Excellence Theory	Yes – Sheins Model on organization culture has been incorporated to inform the independent variables and sub variables (2.2.2)	Pages 18, 19
3	Background (historical, conceptual, theoretical, contextual) The key aspects of the background have been presented well. However the background to the study has not been well articulated to capture the study variables. Most of the citations were also obtained from old sources. Additionally, the historical perspective has not been properly presented.	<ul style="list-style-type: none"> - Historical perspective re aligned with International NGO, Intrahealth in particular. - Page 4 has explanations on independent variables and Dependent variable 	-Page 6 - Page 4
4	Problem statement The problem statement is remotely articulated. This is so because a number of statements are generic with limited timely evidence to support them. . For instance, most information in the first paragraph are not supported by any references. The dominant use of service delivery and not employee performance confuses.	<ul style="list-style-type: none"> - Problem statement first paragraph referenced by IntraHealth Financial Report of 2019/2020 - Service delivery in problem statement has been removed and statement aligned to performance 	Page 8
5	Scope & significance of the study The study scope is not well written and justified. Different sections of the scope such as the time and content scope have been stated. However the time scope is too short (one year) while the geographical scope is too wide covering the whole of Uganda.	<ul style="list-style-type: none"> - Time scope has been taken note of - Geographic scope localized to Eastern Region, mbale 	- Page 10, 11
6	CHAPTER TWO - literature review The literature review has been logically presented based on the study objectives. However, a number of sources reviewed are rather so old. Indeed, the researcher hardly discusses the reviewed literature and the theories presented are rather general. Finally, no clear literature gap has been identified 4. CHAPTER THREE – methodology used Some aspects of the methodology are well handled; however, the researcher states that two types of research designs were used, mixed research design and case study.	<ul style="list-style-type: none"> - This is noted and in summary of literature review last paragraph has gaps identified by the researcher - In methodology the mixed study design has been removed and only left Case study 	- Page 25 - Pages 26, 27

	<p>CHAPTER FOUR – presentation, analysis and discussion of findings The research findings have been logically presented based on the themes of the study objectives. Indeed, the researcher presents data in tables indicating the background information of respondents, however these tables can be collapsed into one single table. Besides this, the descriptive statistics for each objective is reported, however, the researcher uses terms like low and high significance in interpreting the results instead of significant and insignificant (refer to table 4.26)</p> <p>6. CHAPTER FIVE – Discussion of findings The chapter is fairly well written. However, they are missing status of employee performance and extent of the relationship for each variable.</p>	<p>- This has been adjusted to significant and insignificant- table 4.26</p> <p>- This has been amended – status of employee performance and extent</p>	<p>-Page 41,42</p> <p>Page 44,45,46,47,48</p>
	<p>CHAPTER SIX Conclusion and recommendations The chapter is logically presented based on the research findings and the study objectives. However the contribution of the study is not clear. Conclusion is not well harmonized with the study objectives and the recommendations don't trigger serious policy insights.</p> <p>8. References and Appendices The references are fairly well presented though some citations don't appear in the reference list</p>	<p>- Recommendations amended and conclusions done</p> <p>- Contribution of the study has been amended</p> <p>- This is noted</p>	<p>Page 65</p> <p>Page 66</p>

SN	COMMENTS BY VIVA VOCE PANNEL	ACTIO NTAK	INDICATOR
1	Error of multilinearity- Data Analysis	Review of Objectives and interviews done	Page 62

2	Forgot input slide on sampling technique used	Population and sampling technique in Research Report page on Page 32, 31	Page 31, 32 elaborated
3	Any other theory that informed the study other than the Excellence Theory	Yes – Sheins Model on organization culture is in report and its contributions in understanding layers of organization culture and its sub variables	Page 18
4			

Brenda Acha



Assoc. Prof.

Mabonga Eric



Candidate's Name

Signature

Supervisor's Name

Signature