

**TEAMWORK AND ORGANIZATION PERFORMANCE :A CASE STUDY OF
CENTENARY BANK -MBALE BRANCH**

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**UGANDA CHRISTIAN
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DECLARATION

I declare that this Research Proposal has been prepared following rules and regulations of Uganda Christian University writing of Research and that the works of other authors have been dully acknowledged and this proposal has never been submitted to any department in this or other university as an academic work leading to any award.

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APPROVAL

I certify that **ACAM REBECCA, REG NO: S22/MUC/MBA/001**, prepared this Dissertation under my supervision and it has been submitted for further examination with my approval.

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Date: 21.9.2025

RESEARCH SUPERVISOR

DEDICATION

I wish to dedicate this Dissertation to my beloved family members for their words of encouragement, moral and spiritual support that has enabled me to complete this course.

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LIST OF ABBREVIATION / ACRONYMS

DC	Downward communication
HC	Horizontal communication
MBO	Management by objective
NPM	New Public Management
SIT	Social Identity Theory
SPSS	Statistical Package for Social Science

ABSTRACT

The study was about the effect of team work and organizational performance, a case study of Centenary Bank Mbale Branch. The study objectives were as follows; to examine the effect of work roles on organizational performance, the effect of participatory decision making on organizational performance and to investigate the effect of delegation of work on organizational performance in Centenary Bank Mbale Branch. The study used a cross sectional research design where both qualitative and quantitative approaches were used. The study population constituted a total population of 78 questionnaires which were issued to respondents out of a population of 80 respondents who included tellers, loan officers, supervisors and managers of which only 70 returned fully filled questionnaires. Questionnaires and interview guides were considered as data collection instruments. The study findings noted that there is a strong positive and statistically significant effect of work roles on organizational performance in Centenary Bank Mbale Branch with Beta of 0.321 at $P=0.000<.05$,as regards to the effect of participatory decision making on organizational performance, there is a strong positive and statistically significant effect of participatory decision making on organizational performance with Beta of 0.368 at $P=0.000<.05$) while for the effect of delegation of work on organizational performance in Centenary Bank Mbale Branch, there was also a strong positive and statistically significant effect of delegation on organizational performance with Beta of 0.315 at $P=0.000<.05$). It is therefore recommended that there is need for clarity and alignment of roles and responsibilities to ensure that all employees understand their specific roles, responsibilities and objectives within the organization, this will help in aligning individual efforts with organizational goals. There is need to continue providing continuous opportunities to employees to enhance their skills and capabilities relevant to their roles as this improves performance and prepares employees for future challenges. It is recommended that there is need to foster an environment where employees feel comfortable sharing ideas, concerns and feedbacks with management and among themselves.

KEYWORDS: *Teamwork, Organizational Performance, Leadership, Human Resource Practices; Employee Capability*

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter consisted of the background of the study which will comprise of Historical Perspective, theoretical Perspective, conceptual perspective, contextual perspective, problem statement, general objective of the study, specific research objectives, research questions, justification of the study, the conceptual frame work and the definition of the study.

1.1.1 Background of the Study

1.1.2 Historical Perspective

Historically, most of the studies on performance in organizations perceive performance as a variable dependent on various aspects in and outside of the organization among which is workplace diversity (March & Sutton 2020). Modern interest in matters of organizational performance dates back in the late 1970s when Dr. Aubrey Daniels coined the concept as a performance management phrase to simply describe a way of getting diverse group of people to work towards achieving organizational objectives (Aubrey, 2022).

The earliest roots of organizational performance dates back in the early 1900s when Fredrick Taylor, the first management consultant and intellectual leader of efficiency management sought to improve industrial efficiency and, Wilson Taylor undertook to improve worker efficiency and wrote his book “Principles of Scientific Management” at a time when the average worker was viewed as inefficient and sluggish. Organization performance has since evolved to the use of cost benefit analysis in the 1960s through to output aspects in the 1970s. Most of these initiatives were aimed at improving performance and these were regarded as experimental and some were only adopted as one-off exercises.

Throughout the 1960s and the 1970s, a long interval of almost twenty years, much talk took place about introducing performance management into the public sector. It was clear

by the 1980s that interest in organizational performance has moved from the ivory towers of academia to the corridors of government around the world. Towards the end of the 1980s, many systems of performance management were born, adopted and implemented at many levels of the public sector (Nielsen, 2021).

In the late 1980s, a growing interest in the assessment and improvement of quality in public services became evident in countries like United States, Canada, the United Kingdom, Australia, and New Zealand. The emergence of New Public Management (NPM) paradigm provided the theoretical basis for this argument. Gradually, the quality dimension became an essential part of most, if not all, performance management systems in organizations. The drive towards service quality, efficiency and effectiveness took off in earnest in the early 1990s after the publication of the UK's Citizen's Charter in 1991 and the United States' Reinventing Government in 1993 (Moe & Ronald, 2022).

Organizations today know that no process can be kept going without the contribution of experienced individuals. It is, therefore, important to make sure that measurements are put in place to keep employees motivated in order to work towards achieving the organizations goals. One of the best ways to ensure this is through implementation of teamwork. Teamwork refers to cooperation between co-workers. It is basically the willingness of a group of people to work together with the aim of achieving a certain goal. Teamwork is very crucial for the success of any business since it helps improve efficiency, enables employees to work even better as the tasks are shared among the employees and thus get the chance to be the best in whatever tasks are required to be done (Barr, 2023). Viewing organizational performance historically, it can be concluded that the pre-occupation in literature with organizational performance and the consequences of team work in this regard has obscured the analysis of organizational reforms and led to a distorted view of the causes of poor performance in many contemporary organizational.

1.1.3 Theoretical Perspective

The study was guided by Social Identity Theory (SIT), as originally formulated and proposed by Bruce Tuckman in 1965, who came up with four stages of group development namely: Forming, storming, norming and performing. According to this theory, all teams have to go through an unproductive initial stage before becoming a reliable unit. The theory further states that there are three major issues that determine the success or failure of a team, which are process, content and feelings (King & Lawley 2022).

Feelings determine how the team members relate to each other, content focuses on what the team is supposed to do and the process relates to the manner in which the team works towards its objectives. This theory recognizes that teams have to go through clearly defined stages for development. Any team that has worked and stayed together for a long period of time always develops for the better (King & Lawley, 2022).

The theory focused on the role of social comparison and group membership in shaping individuals' self-concepts and sense of self-worth, but it does not address other factors that can shape an individual's identity such as personal experiences, culture or personal characteristics. The theory does not account for the contribution of an individual in shaping group formation and maintenance and it does not offer clear guidance on how to address social issues such as prejudice and discrimination. Other weaknesses of this theory include deterministic nature, oversimplifying complex behaviors by implying individuals have little agency in shaping their identities; its limited scope, failing to account for other identity-influencing factors like personal experiences, culture, and individual characteristics; a lack of strong empirical support in some real-world situations; and difficulty in predicting specific intergroup behaviors, which can range from cooperation to hostility

Despite of the above weakness, this theory is important to this study because it shows that the success of a team is entirely dependent on the processes that it goes through. It helps

understand that teams evolve and what challenges are expected at the different stages of development.

1.1.4 Conceptual Perspective

The concept of teamwork is very essential to an organization. It creates a set of people who are entirely dependent on each other and who share the responsibility for a common goal (Mayfield, Mayfield, and Walker (2020). Teamwork is a system of combining the work of a group which is supported by various skills with clarity of purpose, and is also supported by leadership and communication to produce higher performance than individual performance. Bachtiar (2021) states that cooperation is the synergy of the strengths of several people in achieving a desired goal. Collaboration will unite the power of ideas that will lead to success. The team consists of people who have different skills and are coordinated to work together with the leadership. Indicators of teamwork according to Keith & Frederick (2022) are as follows: (1) Same goals, (2) Enthusiasm, (3) Clear roles and responsibilities, (4) Effective communication, (5) Conflict resolution, namely agreement in resolving conflicts, (6) Share power and (7) Skills possessed by group members.

Organizational performance as the second variable for the study is one of the most popular terms in today's public sector management. It is being widely accepted and adopted all over the world. It spread rapidly from the private sector to the public sector in the developed world and has recently found its way in many developing countries. New initiatives and legislations continue to be issued as a sign of governments' insistence on following the new focus on performance orientation (Richard et al, 2009). Organization performance encompasses three specific areas of organizational outcomes – 1) the financial performance, which is explained in terms of profits, return on assets and return on investment among others; 2) product market performance measured in terms of sales and market share; 3) shareholder or stakeholder benefit or return, socioeconomic value added and many others (Richard et al., 2023).

Various researchers (Richard et al., 2009; Waheed et al., 2022) in the field of organizational performance have reported attempts by many organizations to manage

organizational performance on the basis of teamwork spirit. In this attempt, performance has been seen as a function of team work and measured in multiple dimensions such as service quality, efficiency and effectiveness. However, the relationship between teamwork and organizational performance is problematic because it is affected by issues like interpersonal conflict, poor communication, lack of trust, unbalanced workloads, and a misalignment between team objectives and overall organizational goals. Effective management is crucial, as negative teamwork behaviors and ineffective team structures can hinder a team's ability to contribute to organizational success.

1.1.5 Contextual Perspective

In Uganda, the banking industry is growing at the highest rate with more financial institutions coming in play that have endeavored to absorb a significant number of employees majority of whom are fresh and young graduates. Centenary Bank is one of them, a commercial micro bank operating with 80 branches country wide. The bank is one of the leading providers of microfinance services in rural Uganda. The major problem facing the bank has been identified as failure to manage loan default (Centenary Bank Annual Reports, 2024). The management of the bank depends on incentives to repay on time; instant arrears information and delinquency tracking; immediate action to enforce repayment; and rigorous recovery in case of defaulting to achieve loan repayment (Annual Report, 2023). The Bank is facing high competition and personnel remain the key institution's resource to handle such competition through teamwork. Despite the importance of team work in Centenary Bank, Mbale Branch, organizational performance remains significantly low.

Team work in Centenary Bank is an effort that is meant to motivate, stimulate and ignite performance of staff in each of its branches so as to enable the bank be competitive (Centenary Bank's annual report, 2024). On the contrary, team work is viewed by many of the staff as a mechanism that only recognizes employees' performance as a group and not as individuals. In the end, performance results and reports (2014-2016) indicate that most staff became less committed and motivated and this has endangered good work habits in Centenary Bank which has affected the organization performance of the Bank.

Organizations which fully embrace teamwork enhance organizational cohesion or the integration consequently giving rise to the synchronization of efforts among employees resulting into higher productivity (Mbinya, 2020). Currently many organizational disciplines have adopted teamwork as essential in achieving success, their mission statements and routinely allude to the importance of teamwork, utilizing such words as cooperation, coordination, collaboration, and Communication as vital aspects of organizational performance. According to Mulika (2021), teamwork can be in cooperated into organizational culture with time and focused leadership. However, many

organizations in Uganda lack both of these elements. Belonio (2023), asserts that higher integration among employees in organizational objectives results into better organizational performance. It is against this state of affairs that this study is carried out to examine the impact of team work spirit and organization performance, a case study of Centenary Bank Mbale Branch.

1.2 Problem Statement

Ideally organizational performance is measured by ensuring that the set targets / deadlines are met, efficiency and effectiveness, investments, high rate of returns, timely reporting and time management. This is achievable by employees embracing team work roles, taking part in decision making and delegation of work responsibilities. In Centenary Bank Mbale Branch situational analysis report (2024) reveals that employees have often times failed to meet the performance standards, there are cases of delays to disburse loans, difficulties in coming to a common understanding, failure to meet deadlines and failure to make recoveries. Whereas management of Centenary Bank Mbale Branch came up with measures to address the performance deficiencies among employees by setting principles and ensuring adherence to work performance standards such as; time management, team work, code of conduct, involvement in decision making among other measures as means of improving and addressing performance concerns (Mulika, 2021). It is unfortunate that performance has remained the same. It is against this state of affairs that this study is carried out to examine the relationship between team work and organization performance, in Centenary Bank Mbale Branch.

1.3 General Objective of the Study

To examine the effect of team work on organizational performance, a case study of Centenary Bank Mbale Branch.

1.4 Specific Research Objectives

- i. To examine the effect of work roles on organizational performance in Centenary Bank Mbale Branch.
- ii. To establish the effect of participatory decision making on organizational performance in Centenary Bank Mbale Branch.
- iii. To investigate the effect of delegation of work on organizational performance in Centenary Bank Mbale Branch.

1.5 Research Questions

- i. What is the effect of team work roles on organizational performance in Centenary Bank Mbale Branch?
- ii. What is the effect of participatory decision making on organizational performance in Centenary Bank Mbale Branch?
- iii. What is the effect of delegation on organizational performance in Centenary Bank Mbale Branch?

1.6 Research Hypothesis

The following statement statements were proved right or wrong namely;

- i. Work roles can significantly affect organizational performance in Centenary Bank Mbale Branch.
- ii. Participatory decision making can organizational performance in Centenary Bank Mbale Branch
- iii. Delegations of works can significantly organizational performance in Centenary Bank Mbale Branch.

1.7 Rationale / Justification of the Study

Whereas organization performance is expected in every organization, many organizations including Centenary Bank Mbale Branch have not lived to this expectation based on performance reports of (2024), arrears in the loan department were sited, loan defaulting identified, customer follow-up not given adequate priority and teamwork as a performance strategy not embraced. This gives justification to the current study into the relationship between team work and organizational performance in Centenary Bank Mbale Branch.

1.8 Significance of the study

The study may offer a theoretical foundation by establishing a common understanding, guiding researchers, and identifying knowledge gaps, which may help in directing future research, refining methodologies, and generating new insights into issues related to organizational performance.

Findings may offer benefits like providing a knowledge base and building blocks for subsequent research, identifying research gaps, fostering innovation and creativity, inspiring new research questions, and informing future decision-makers by exploring potential future scenarios. By contributing to the cumulative body of knowledge, future studies advance understanding, reveal new perspectives, and improve methodologies for exploring complex issue

In addition, as a requirement towards the fulfillment of the Master of Business Administration of Uganda Christian University. The current study was justifiable.

1.9 Conceptual Frame work

The framework represents both the independent variable (Team Work Spirit) and the /dependent variable (Organization performance) as follows.

Independent Variable

Team Work

- Work roles
- Participatory decision making
- Delegation of Work

Dependent Variable

Organization Performance

- Meeting set targets / deadlines
- Efficiency and effectiveness
- Timely reporting
- Time management

Source: As amended from French and Bell (1999) amended by researcher

The conceptual frame work above shows the relationship between the independent, moderating and dependent variables. Under the independent variable, we have the team work which is explained by the model of Hellriegel *et al* (2001) as having the potential to enhance organizational performance, through its attributes of work roles, participatory decision making and delegation of work

Team work of in relation to work roles, participatory decision making and delegation of work without interference leads to meeting the set targets / deadlines of work, management of time, efficiency and effectiveness of work which consequently leads to organizational performance. However, these results can be influenced by social identification, social categorization and social comparison (intervening variables).

The intervening variables were derived from the model of Arnstein (2009) as attributes that influence the activities of the independent variable and the dependent variable for

example organizational culture, employee attitude, organizational policies and guidelines. The absence of these variables according to the model discourages organization performance and therefore affects performance results.

1.10 Definition of terms

Work Roles: Refers to a set of connected behaviors, rights, obligations, beliefs, and norms as conceptualized by people in a social situation (Edwards, 20022).

Participative Decision Making:

According to Mekuria (2021), refers participative decision-making as a thinking process, with lots of mental activity involved in choosing between alternatives. Whereas in the context of the study, participative decision-making refers to the active involvement of employees in organizational activities to enhance the desired set goals and objectives.

Delegation:

Delegation to the assignment of any authority to another person to carry out specific activities, whereas in the context of the study, it refers to the allocation of specific duties to fellow employees normally from a manager to a supervisor, employee to employee in an organization (Everyne, 2022).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This study examined the related scholarly work concerning the impact of team work spirit and organization performance, a case study of Centenary Bank Mbale Branch. The information is a combination of extracts, paraphrased statements from text books, journals, magazines, websites, publications and other official reports related to team work and organizational performance. The literature was reviewed in relation to the study objectives.

2.1.1 Theoretical Review

The theory was based on the Social Identity Theory (SIT), as originally formulated and proposed by Bruce Tuckman in 1965, who came up with four stages of development namely: Forming, storming, norming and performing. According to this theory, all teams have to go through an unproductive initial stage before becoming a reliable unit. The theory further states that there are three major issues that determine the success or failure of a team, which are process, content and feelings (King & Lawley 2022). Feelings determine how the team members relate to each other, content focuses on what the team is supposed to do and the process relates to the manner in which the team works towards its objectives.

This theory recognizes that teams have to go through clearly defined stages for development. Any team that has worked and stayed together for a long period of time always develops for the better (King & Lawley, 2022). This theory is important in this study because it shows that the success of a team is entirely dependent on the processes that it goes through. It helps understand that teams evolve and what challenges are expected at the different stages of development.

2.2 Empirical Review

2.2.1 Effect of Work Roles and Organizational Performance

Several studies (eg., Ogbewere & Dunmade, 2020) have been carried out on how goal setting affects workers performance across various sectors and countries. In discussing the effect of work roles on employee performance in the public sector of Nigeria, results of research work that work roles had different impacts on the examined goal dimensions which were output quantity, output quality and energy consumption of the three experimental groups of employees used to carry out the study. It can be concluded from these results that for all three goal dimensions, work role works as an intensifier of learning effects, with the strongest reinforcement being measured for the quantity. However, Ogbewere & Dunmade study was conducted in Nigeria with different banking policies making application of their finding difficult unlike this study which will be carried out in Uganda.

Wanyeki, Maina and Sanyanda et al., (2022) wrote on the influence of assigned work roles on worker performance in Kenyatta University. Interview and questionnaire were used as the method of data collection from the purposive 200 respondent in the study. It was found that work roles proved to be closely related to the performance of the individual employee. However unlike the current study which will use both purposive and simple random, Wanyeki, Maina and Sanyanda et al., used purposive sampling of 200 persons which is vulnerable to sampling bias and researcher bias due to subjective participant selection, leading to a sample that is not representative of the entire population and therefore limiting the generalizability of the findings to other groups. It can also be a time-consuming process to identify and recruit suitable participants, and the lack of random selection makes it more difficult to defend the sample's validity to external readers.

Sanyal and Hisam (2021) investigated work role impact on work performance of faculty members in Dhofar University. Primary source of data was employed for analytical

purpose. Findings revealed that there is a significant association between goal setting, climate of trust, leadership and structure, rewards, and the performance of the faculty members in Oman at Dhofar University. Although Sanyal and Hisam presented good findings, their over reliance on primary data sources was time-consuming, and resource-intensive to collect, often requiring specialized equipment and personnel. There was also a risk of bias in the data collected and the scope was limited, potentially resulting in fragmented or non-representative data. This study collected data from both primary and secondary sources to determine the effect of team work on organizational performance in Centenary Bank Mbale Branch.

Khan and Al-Mashikhi (2023) evaluated work roles on employee performance in the financial sector particularly banking where the study collected data from 250 employees through interviews using correlation method and regression test. The study revealed that positive and direct connection exists between work roles and employees' performance and it further indicated that there exists a significant impact of work roles and employee performance. Although Khan and Al-Mashikhi findings were good, using interviews to collect data from such a large sample generates a massive amount of qualitative data that is difficult to analyze and quantify. The logistics of coordinating many interviews make it hard to get a truly representative sample, and the potential for interviewer bias and lack of participant anonymity can compromise data quality and generalizability. This study therefore used both interviews and questionnaire to collect data from 80 participants.

Khan and Al-Mashikhi (2022) carried out various studies on work roles and work performance however their studies were academically based. On the contrary, this current study will study on work roles and organizational performance in Commercial Banks, a case of Centenary Bank.

In a recent study by Maheshwari and Vohra (2021) shows how work roles can improve performance both for the organization and the individuals. In other areas such as academics, the concept of work roles plays a vital role in enhancing performance (Sides & Cuevas, 2020). An important element of work roles is feedback. The feedback element

in work roles has been shown to impact employee performance positively (Hepngetich & Bula, 2020) this is especially true for feedback on performance given by peers as against the feedback from supervisors. Their findings also revealed that the key philosophical reasoning behind work role is that it motivates the behaviour and effort of workers that are required as goal mediators to improve employee action performance towards achieving the desired changes or outcomes in any work-related setting. His studies however, did not explore the different mediators and moderators in the relationship between work roles and task performance and/or goal attainment, and concluded that they are indispensable factors that must be present intrinsically in the individual workers and extrinsically in the organizational contexts for a goal-setting practice to be effective.

Abdulle and Aydintan (2023) carried out a study entitled "The effect of teamwork on employee performance in some selected private banks in Mogadishua Somalia. The study employed the descriptive research method and was applied on a sample of 222 respondents, using a questionnaire form. Findings show that the teamwork measure (trust, cohesiveness, spirit, esprit de corps, and knowledge sharing), which represent the variables of the study, have a significant and positive impact on the performance of employees. Although Abdulle and Aydintan findings were commendable, their study was not conducted in Centenary bank, mbale branch but in private banks in Somalia thus creating a research opportunity for this study

2.2.2 Participatory decision making and organizational performance

Nelson and Quick (2020) found that employee participation in decision-making brings more knowledge and experience to the problem-solving situation. This in a way encourages employees to stay in an organization since there is freedom of participation, a sense of belongingness and being valued. In properly managed systems, Nelson and Quick (2020) posit that employee participation in decision-making creates synergy that can generate more and better solutions for the organization. They argue that the synergy can help bring more knowledge and experience to the problem-solving situation which is beneficial to the staff making the staff more committed and more attached to the

organization. Whereas Nelson and Quick (2020) informed the study about participatory decision making and organization performance, however in their study no methodology approach was applied to ascertain how the data was collected. This gives justification to the current study that seeks to apply a mix method approach to gather data hence a methodological gap in the study.

A paper written by Lawan & Habu (2019) stated that participatory management is a strategy that moves decision-making processes down to lower-level personnel for feedback for appropriate planning and implementation of strategies. The utilization of participatory management enables workers to participate in decision-making due to an increased recognition that workers can generate value-oriented decisions which brings productivity and efficient results. The goal of the paper was to analyze the behaviour of management and employee viewpoint towards participatory management, the nature of participatory management in reality and the effects of participatory management on productivity. This study was based on the assumption of some managers that discipline is a technique of control; debate persists about the fear of losing control about workers and the effect of those beliefs on the productivity.

Lawan & Habu (2022) discussed the relation between participatory management and decision making process, however in his assertion, he gave the description and left the concept of methods to facilitate data collection, on the contrary, this study will seek to explain the effect of participatory decision making and organizational performance using mixed method paradigm to collect data.

Nwanah et al. (2020), collecting from 20 participants focused on participatory decision-making and achievement of organizational goals. This research explored to what degree participatory decision-making impacts the accomplishments of an organizational goal. The research concluded that: employee participation in making decision dramatically increases work productivity; motivation for employees is required for employee participation; the strategy of employee participation in decision-making is vital in

achieving organizational goals. In view of the findings from the research, they stated that the degree at which an organization integrates the workers into policy formulation and execution relies on the successful achievement of any organizational goal. The research suggests that organizations should adhere to the ring show management theory as a means of survival. Whereas their study explained the participatory decision-making and achievement of organizational goals, their study has methodological weaknesses such as using unrepresentative sample size and lack of reliable data which all affected validity and reliability of its findings contrary to this study collected data from 80 respondents

This research by Ugwu et al. (2021) explored the nature of the correlation between participatory decision making and employee performance in selected hotel in Owerri, Imo State, Nigeria. The clear objective examined the correlation between leader behaviour and commitment of employees. Findings indicated that the selected hotels in Owerri, Imo State had a positive correlation between leader behaviour and commitment of the employee. However, Ugwu et al., study provided limited information, only showing a relationship without explaining it, and may not be reliable for future predictions thus establishing the prime fascia case for this study

Another study by Asamu (2020) on the Impact of Communication of Workers Performance in Selected Organization in Lagos State showed that communication is an essential aspect of corporate activity in today's world. The author went on to suggest that as the global world has become broad, the majority of organizations need to fulfill their needs by communication with a lower resource. The research explored the critical correlation between communication and performance of staff in some selected organizations in Lagos State, Nigeria. The data was collected through questionnaires with a sample size of one-hundred and twenty (120) respondents. The findings of this research indicated that there is a relationship between effective communication and performance of staff, productivity and commitment. Whereas Ong et al. (2022) missed the concept of participatory decision making and looked at Communication and Employee Productivity, a conceptual gap was reflected hence justifying the current study on the effect of

participative decision making and organizational performance in Centenary Bank, Mbale Branch.

2.2.3 Delegation of Work and Organizational Performance

Studies that have researched on delegation of authority have shown increased personality development, participation of workers, development innovative behavior, feeling effective and independent reasoning due to the position one holds during delegation (Hashim, Ahmed & Jaradat, 2020). Delegation of workers in an organization increases employees' commitment, flexibility and speeds up the work. It should be noted that employees who are not empowered have low self-esteem in institutions. However, their findings narrowed on the impact of delegation vis-a-vis a number of variables, under estimating the aspect of staff retention whereas the current study will focus on the effect of delegation and organization performance.

Thomas et al (2021) examined the relationship between effective delegation and its impact on organizational performance. The study, which used an exploratory research approach, included 90 participants, and the results demonstrated a favourable association between successful delegation and organizational performance. To promote psychological empowerment, feedback, and power distance, it was advocated that the evaluation process be made an element of effective delegation. Thomas et al. (2021) examined the influence of delegation of authority and employee performance. As part of the survey design technique, the sampled respondents were given a structured questionnaire. A total of 300 surveys were distributed, with 211 being returned and useable. Descriptive statistics and regression analysis were used to analyze the data collected from the respondents. Delegation of authority has a considerable impact on employee performance, according to the study's findings. Whereas Thomas et al (2017) examined the relationship between effective delegation and its impact on organizational performance, in his study however, he did not show the method of data collections hence a methodological gap in the study.

Sev (2022) conducted an empirical study of Nigeria plc's flour mills in Lagos, Nigeria, to assess the effectiveness of delegation of power as a method for job completion and performance improvement in corporate organizations. For this investigation, data was gathered from both primary and secondary sources. To determine whether the variable's classification into specific factors was correct, confirmatory factor analysis with Varimax rotation was used. The study found that the Flour Mills of Nigeria Plc's correct application of delegation principles will result in higher performance output. The study by Sev (2022) was carried out in Nigeria, a difference in policies and location whereas the current study was conducted in Uganda, a case of Centenary Bank, Mbale Branch.

Kimolo (2020) study explored how employee empowerment is related to the performance of Kenyan regional development agencies. The survey was designed in a descriptive manner. Sampling of every employee working with the six Regional Development Authorities was done, with a total sample size of 173 employees selected at random. The major data gathering approach was used in this research. Most of the analysis was carried out with descriptive statistics. It was discovered that employee empowerment techniques had affected performance of employees.

A study done by Kimolo (2021) focused on how delegation of authority affects performance of employees at Twiga Chemical Industries Ltd. The study's target population was 200 permanent Twiga chemical industries ltd employees in Nairobi. In order to obtain a suitable sample, this study employed a stratified sampling strategy. Collection of data was done using questionnaires. The findings of the regression of coefficients revealed a favourable and substantial relationship between legislative delegation and employee performance.

Simon, Ugwu, & Josephine (2022) examined The Effect of Employee Commitment on Organizational Performance. The objective of the study includes to: identify the relationship between employee commitments and organizational profitability, examine the extent to which employee commitment affects employee turnover. The research

method used was the survey research method. The sources of data were the primary and secondary sources of data. The major instrument of data collection was the questionnaire. The population of the study was 225 while the sample size of 144 was determined using the 'Taro Yamane's formula. The data collected were presented in tables using frequencies and simple percentages and analyzed using inferential statistics. The hypotheses were tested using the chi-square distribution formula. The findings include that there was positive and significant relationship between employee commitment and organizational profitability, with the hypothesis one testing result showing $\chi^2_{cal} = 52.46 > \chi^2_{tab} = (5.99)$. There was significant effect of employee commitment on employee turnover with the hypothesis testing result showing thus: $\chi^2_{cal} = 62.36 > \chi^2_{tab} = (5.99)$. The researchers concluded that employee commitment is a critical factor in the achievement of organizational success. The recommendations included that the management should establish a cohesive relationship with the employees, so that employees' should see themselves as an integral part of the organization as this will lead to superior performance that will lead to profitability. The study by Simon, Ugwu, & Josephine (2022) examined the effect of employee commitment on organizational performance contrary to the current study that looked at the effect of delegation on organization performance in Centenary Bank, Mbale Branch.

2.2.4 Gap in Literature

The present study dwelt with the effect of team work and organization performance thereby filling the research gap on team work and organization performance. Many of the studies reviewed were done outside Uganda. The few studies done did not focus on team work and organization performance hence the need to add to the existing literature. This study will contribute to the growing literature on organizational performance by exploring and understanding the important implication of team work in Uganda.

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This chapter is concerned with the research design and methodology. This chapter of the study presented the research methods that were employed, it provides the research design followed by the area of the study location and the reasons for choosing the area of the study. It then provides the sampling process of the selected Bank and the research respondents. A description of the data collection instruments that was used in this particular piece of research and the research procedures. The issue of validity and reliability were provided and how they were dealt with, data analysis plan, discussion of the results and the relevant ethical issues that the study observed in the field setting.

3.1 Research Design

Research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with the research purpose. It constitutes the blueprint for the collection, measurement, and analysis of data (Kothari, 2014).

This study used a cross sectional research design where both qualitative and quantitative approaches were used. These methods were applied to mutually validate findings in order to create a more comprehensive and cohesive picture of the investigation domain.

This strategy was taken into account since it allows for the approval and rejection of assumptions and produces data that can be used for numerous types of investigations. The design was appropriate for this study since it helps to collect data in order to answer questions on the impact of team work and organizational performance, a case study of Centenary Bank Mbale Branch.

3.2 Study Area

The study was conducted in Centenary Bank, Mbale Branch Eastern Uganda. The Bank is located along Republic Street at plot 54, P.O.Box 818 Mbale in Mbale city. Mbale City is located in Eastern Uganda approximately 225 kilometers (140 mi) by road north east of

Kampala, Uganda's' capital and oldest city on an all-weather tarmac high way. The city lies at average elevation of 1156m (3793ft above sea level. The coordinates of the district are; 1° 04'50.0" N34°10'30.0"E (Latitudes: 1.080556; longitudes: 34.175000). The City was neighbored by Sironko District in the North, Bududa in the North East, Manafwa District in the South West, Tororo district in the South, Butaleja to the Southwest, Budaka to the West, Pallisa district and Kumi to the north west of Mbale of Mbale City. The study was centered on Centenary Bank, Mbale Branch because it is one of the largest commercial bank serving vast majority of people in business, agriculture, mortgage loans, savings and other related services however its performance decline in its services has affected the rate of returns based on existing reports hence the justification of its selection for the study.

3.3 Study Population

Mugenda (2013) defines a study population as a complete set of individuals, cases or objects with common observable characteristics. The study population constituted a total population of 80 respondents; these strictly included tellers, loan officers, management centenary Bank who included supervisors and managers.

3.4 Sampling

This describes the sample size and the sampling techniques

3.4.1 Sample Size

Sample size is the number of respondents chosen to participate in the study, whose views shall be representative of the general population. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population (Kothari, 2003). The study selected 80 respondents in Centenary Bank, Mbale Branch out of the total population of 100.

Table 3.1 Showing the Category of Respondents, Population, Sample Size and Sampling Techniques.

Category	Population	Sample Size	Sampling Technique
Managers	01	01	Census Inquiry
Supervisors	01	01	Census Inquiry
Loan Officers	60	50	Simple Random
Tellers	38	28	Simple Random
Total	100	80	

Source: Bank Records (2024)

3.4.2 Sampling Techniques

The study considered both Census Inquiry and simple random sampling techniques.

3.4.2.1 Census Inquiry

Census inquiry refers to a study of all units in the population; it is also referred to as a complete count Cresswell (2005). Census survey was used to select managers and supervisors in Centenary Bank, Mbale Branch. Census survey is important in research studies because it reduces on the time needed for data collection, produces validated information, gives details of information about a unit and more detailed questions that can be asked.

3.4.2.2 Simple Random Sampling

Simple random sampling is defined as a sampling technique where every item in the population has an even chance and likelihood of being selected in the sample. Here the selection of items entirely depends on luck or probability, this sampling technique is sometimes known as a method of chances. Simple random sampling is a fundamental sampling method and can easily/ be a component of a more complex sampling method.

The main attribute of this sampling method is that every sample has the same probability of being chosen. Through the use of lottery method, the researcher gave each member of

the population a number. The researcher was draw numbers from the box randomly to choose samples. Simple random sampling was used to loan officers and tellers since they are many and generally spread.

3.5. Source of Data

The researcher used primary data from the respondents. Secondary data was obtained from existing records on performance deficiencies in Centenary Bank, Mbale Branch.

3.5.1 Data Collection Methods

Data was collected through a survey method.

3.6 Data Collection Instruments

The instruments/tools included; questionnaires and interview guides.

3.6.1 Questionnaire

Study used questionnaire surveys to collect quantitative data. The questionnaire survey comprised closed ended questions which were answered by teachers. Questionnaires are regularly used in social research and this method allows researchers to cover the respondents rapidly and cheaply (Bordens & Abott, 2014). The questionnaire consisted of an introductory note. Section A for respondents' demographic information, Section B, C and D had questions on study variables.

According to Fisher (2004), a questionnaire is used because it is easy to administer, not so expensive, and helped to collect unbiased data. The nature of the questions were in form of structured and close ended questions where by a 5 Likers scale of measurement was on close ended questions based on a scale of strongly agree (5), agree (4), unsure (3), disagree (2), strongly disagree (1). Questionnaires were used because they allowed respondents to provide firsthand information which was free of bias and it was also easy to use.

Table 3.2: Likert Scale, Coding, and Interpretation

Scale	Coding	Mean	Interpretation
Strongly agree	5	4.20-5.00	Very high
Agree	4	3.40-4.19	High
Unsure	3	2.60-3.39	Moderate
Disagree	2	1.80-2.59	Low
Strongly disagree	1	1.00-1.79	Very low

Source: Primary Data 2025

3.6.2 Interview Schedule

This refers to a one on one vocal questioning method of discussion. It involves face to face interaction between a respondent and the researcher. Structured questions were used to allow the managers and supervisors of Centenary Bank to freely interact with the researcher to ask broad questions concerning the study. This enabled provision of high degree of clearing up the unknown information. The interview guide was used because of its advantages; such as simplicity, applicability, and flexibility in tapping information that can be acquired in details and in a well explained manner. The researcher interviewed respondents seeking their opinion as the interview schedule required. Interview method involved face to face interaction between the researcher and the respondents on the impact of team work and organizational performance, a case study of Centenary Bank Mbale Branch.

3.7 Data Analysis

The researcher analyzed data after the process of data collection. The researcher summarized the data given by the respondents and then enters it statistically using either SPSS version 20. Frequency distribution tables among others were used for data presentation and interpretation of the study findings. Pearson Correlations and regression analysis was used to analyze and measure the degree of relationship between team work and organizational performance at centenary bank, Mbale branch. Pearson correlation assesses the strength and direction of a linear relationship between two variables, while

regression analysis models this relationship to predict one variable based on another, offering insights into causation and providing a predictive model through an equation

3.8 Data quality control

Data quality control tools were used to ensure that data is reliable and valid.

3.8.1 Validity

The researcher established the validity of the instrument through discussion of the instrument with colleagues, the supervisor and other experts. In order to compute the content validity index (C.V.I), the questions were developed and the opinions of three experts in the field of Business Administration were put in consideration to ensure consistence of the instrument. Validity was determined using Content Validity Index (C.V.I). C.V.I = $\frac{\text{Items rated relevant by both judges}}{\text{total number of items in the questionnaire}}$ as shown below.

$$\text{CVI} = \frac{\text{No. of items rated relevant}}{\text{Total no. of items}} = \frac{29}{31} = 0.93$$

Total no. of items

According to Amin (2005), after calculation based on the contents of the questionnaire, the instrument that scores above 0.7 is considered valid.

3.8.2 Reliability

To ensure reliability of quantitative data, the Cronbach's Alpha Reliability Coefficient for Likert-Type Scales test was performed. In statistics, Cronbach's alpha is a coefficient of reliability (Russell, 2011). It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. According to Sekaran (2003) a reliability of 0.70 or higher (obtained on a substantial sample) is required before an instrument is regarded as valid.

Table 3. 2: Reliability Analysis

Variable	No of incidents retained	Cronbach's Alpha Coefficient
Work roles	8	0.75
Participatory decision making	7	0.78
delegation of work	7	0.84

Table 3.2 above shows a Cronbach alpha of 0.75 for talent identification with 8 items, 0.78 for capacity building with 7 items, 0.84 for team leadership with 7 items, and 0.72 for performance with 7 items. The tool therefore passed the test of reliability for each of the variables and for all the variables since they were all greater than 0.7, given that the level of Cronbach that is adequate is any value equal to or greater than 0.7 (Amin, 2005). The instruments were therefore suitable for data collection.

3.9 Research Procedure

The research process begun with proposal writing, designing and pretesting tools and thereafter approval by the academic supervisor which enabled the researcher to obtain permission from the university to carry out data collection in Centenary Bank, Mbale Branch.

Data collection, data processing, data analysis and a research report showing the study findings was then written and submitted to the supervisor for approval.

3.10 Ethical Consideration

3.10.1 Informed consent and voluntary participation

The researcher sought consent from the respondents to involve in the research not just forcing them to participate. Informed consent is the basis of ethical research (Denzin & Lincoln, 2011). The people participating in the study were made aware of what the study was about, its purpose, usage of the data, and any consequences that could arise from it (Fleming, 2018). The researcher furnished the respondents with information on the reason for the research and the procedure of collecting data. The participants were

allowed enough time to ask questions and have any concerns addressed. The respondents exercised free will in deciding whether to participate in research activity or not. All people to be involved in the research were given written informed acceptance.

3.10.2 Confidentiality

Confidentiality is looked at by Walford(2005) to mean information that is private and is not to be divulged to others. Whatever has been said in confidence must remain confidential. The researcher assured the respondent that information offered by the respondent was not to be passed on to another party (third party) without consent of the respondent. Their identity and response were made confidential and anonymised through the use of numbers or through pseudonyms.

3.10.3 Anonymity

Anonymity, termed more appropriately as pseudonymity, is defined by Wiles (2013) as a major means used by the researcher to safeguard the confidentiality of responders by using pseudonyms. Anonymisation is one of the kinds of confidentiality, comprising of identity concealment of research responders (Saunders, Kitzinger, & Kitzinger, 2015). The researcher ensured that all respondents are anonymous implying that their identities are not known and not salient in the study. Withholding the identity of respondents is a guarantee that their statements are authentic (Taylor, 2015).

3.10.4 Plagiarism

The researcher ensured that all written work was original and without any borrowed and manipulated texts, results or even expressions. The researcher made sure that, all words and publications of the author were given their due acknowledgement (Mugenda & Mugenda, 2003). The researcher subjected the written works to plagiarism software and made sure it was 20% or less compliant of plagiarism material.

3.11 Anticipated Problems

The researcher may face a problem of limited cooperation among the respondents, because majority of the target respondent are full time busy with their work. However,

the researcher purposively selected respondents whom he thinks may give the relevant information that is needed for the study.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter dealt with the presentation of data, analysis and discussion of the findings of the study. This was done according to the objectives of the study. The researcher used frequency distribution tables in presenting the data and use of themes in support of the qualitative data. Pearson Moment correlation coefficient was used to examine the impact of team work and organizational performance, a case study of Centenary Bank Mbale Branch.

4.2 Questionnaire and Interview Guide Return Rate

The researcher distributed 78 questionnaires to the respondents (Loan Officers and Tellers), however on returning the questionnaires, 70 questionnaires were returned and these were considered for data analysis.

Statistically, the Number of Questionnaires Distributed

Questionnaire Return Rate

Number of Questionnaires

$$\frac{70}{78} \times 100 = 89.70\%$$

89.70% Questionnaires

Response Rate

Interview Guides distributed

$$\frac{02}{02} \times 100 = 100\%$$

02

100% Interview Sessions

Hendra and Hill (2018) also state that any survey that produces less than 100% survey response rate, can present nonresponse bias into the results.

4.3 Demographic data

This section discussed the background information of the respondents (Loan Officers and Tellers) who were relevant to the study. A case in point is gender, age bracket, working experience and highest level of respondents were of great relevance to the study. Their analysis was done in frequencies and percentages which are presented in tables as follows:

-

4.3.1 Gender

Respondents were asked about their gender and the responses that were obtained are reflected in table 4.1.

Table 4.1 Distribution of Respondents by Gender

Category	Frequency	Percent
Male	32	46
Female	38	54
Total	70	100

Source: Fields Data (2024)

In reference to table 4.1, 32(46%) of the respondents were male while 38(54%) were female. It was noted that majority of the respondents were female as compared to the male respondents, this implied that the female appeared to be available, approachable and welcoming. In addition, the females actively and voluntarily participated in the study as compared to the male respondents. However the male respondents were equally represented. Gender was relevant in this study because it was important to identify the various views of both male and female respondents. Kuh (2020) found that there is evidence to suggest that respondent's engagement experiences and knowledge for both genders.

4.3.2 Age

Respondents were asked about their age brackets and the responses that were obtained are reflected in table 4.2.

Table 4.2 Distribution of Respondents by Age

Age Category	Frequency	Valid Percent
21-30	17	24
31-40	34	48
41 and above	19	28
Total	70	100.0

Source: Fields Data (2024)

Table 4.2 shows the age bracket of respondents, 17(24%) were 21-30 years, 34(48%) were 31-40 years, 19(28%) were 41 and above. It was established that majority of the respondents were 31-40 years. It was established that majority of the respondents were 31-40 years. It was established that all respondents were mature enough and relevant to the study, the information they provided was reliable which hence helped to enrich the study.

4.3.3 Work Experience

This meant the period of time spent by the teacher in education services. Respondents were asked about their working experience and their responses were as follows in table 4.3.

Table 4.3 Distribution of Respondents by Work Experience

Category of Work	Frequency	Valid Percent
0-3 years	09	13
4-7years	10	14
8-11 years	11	16
12-15 years	24	34
16 years and above	16	23
Total	70	100.0

Source: Fields Data (2024)

In reference to the table 4.3: it was noted that 09(13%) of the respondents served for 0-3 years, 10(14%) for 4-7 years, 11(16%) were 8-11 years, whereas 24(34%) had served for 12-15 years of service, 16(23%) had served for 16 years and above. Findings indicated that all loan officers and tellers had the experience in the Banking Sector hence their views and opinions were pertinent to the study. The researcher sought to reflect the varying levels of work experience of respondents to give a comprehensive picture of the findings.

4.3.4 Level of Education

The researcher was interested in understanding the level of education of respondents; their responses were as follows as discussed.

Table 4.4 Distribution of Respondents by Highest Level of Education

Category of level of Education	Frequency	Valid Percent
Diploma	06	07
Bachelor's Degree	48	78
Post graduate	6	10
Master's Degree	10	05
Total	70	100.0

Source: Fields Data (2024)

According to the findings in table 4.4, 6(07%) were of grade diploma, 48(78%) were of Bachelor's degree whereas 06(10%) of the respondents were of post graduate while 10(05%) were Master's Degree. It was noted that majority of the respondents were Bachelor's degree holders. This implied that majority of these were experienced cadres in the Banking Sector and many were competent enough to examine the impact of team work and organizational performance, a case study of Centenary Bank Mbale Branch. Similarly the research of Maheshwari, & Vohra (2023) shows that people having higher level of education are more knowledgeable and possess rich information as compare to lower level of education.

4.4 Organization Performance

This means how well an organization achieves its objectives and goals. It encompasses various aspects such as operation efficiency, customer satisfaction, employee productivity, innovation and overall effectiveness in delivering value to stakeholders.

Table 4.5 Showing descriptive statistics on organization performance

Statements		SA	A	N	D	SD	Mean	Std. Dev	Comment
Employees endeavor to meet the set targets / deadlines while at work	%	8.6	42.9	12.9	20.0	15.7	2.91	1.271	Moderate
	Freq	6	30	9	14	11			
It is responsibility of employees to account for their work	%	20.0	32.9	22.9	10.0	14.3	2.66	1.306	Moderate
	Freq	14	23	16	7	10			
Employees have the responsibility to ensure Efficiency and Effectiveness	%	30.0	31.4	20.0	8.6	10.0	2.37	1.276	Moderate
	Freq	21	22	14	6	7			
As an Employee, I contribute to high rate of returns	%	31.4	48.6	10.0	7.1	2.9	2.01	.985	Low
	Freq	22	34	7	5	2			
Timely Reporting is Mandatory	%	12.9	48.6	10.0	15.7	12.9	2.67	1.259	Moderate
	Freq	9	34	7	11	9			
Average mean							2.524	1.219	Moderate

Source: Fields Data (2024)

It was noted in table 4.5 above that 36(51.5%) of the respondents agreed, 9(12.9%) were not sure while 25(35.7%) disagreed. It was noted that majority of the respondents agreed with the statement that employees endeavor to meet the set targets / deadlines while at work. The mean value is 2.91 shows moderate disparity in responses and the standard deviation is 1.271 as well indicates a wide variance in responses. These findings imply that the demonstration of initiatives and diligence in setting goals and deadlines effectively helps to manage responsibilities which in the short run contribute to bank's operational efficiency, customer satisfaction and overall success.

Findings show that 37(52.9%) of the respondents agreed, 16(22.9%) were not sure while 17(24.3%) disagreed. The mean value is 2.66 shows moderate disparity in responses and the standard deviation is 1.306 (see Table 4.5) which indicates a wide variance in

responses. This implies that generally the responsibility of employees is to account for their work to ensure transparency, accountability, accuracy and efficiency within the Banking operations.

It was further noted in table above that 43(61.4%) of the respondents agreed, 14(20.0%) were not sure while 13(18.6%) disagreed. It was noted that majority of the respondents agreed with the statement that employees have the responsibility to ensure Efficiency and Effectiveness. The mean value is 2.37 shows moderate disparity in responses and the standard deviation of 1.276 indicates a wide variance in responses. This implies that it is the responsibility of the loan officers to ensure efficiency and effectiveness in their roles since it is crucial for both the operational success of the bank and the satisfaction of its customers.

Study finding indicate that employees contribute to high rate of returns in the bank with a response rate of 57(80.0%) who agreed, 7(10.0%) were not sure while 7(10.0%) disagreed. The mean value is 2.01 shows low disparity in responses and the standard deviation of .985 indicates a low variance in responses. This implies that employees play pivotal roles in contributing to a high rate of return for the bank, loan officers drive revenue through quality loan origination, investment advisory services, cross selling as tellers and loan officers ensure customer satisfaction.

Findings still show that 43(61.5%) agreed, 7(10.0%) were not sure while 20(28.6%) disagreed. The mean value is 2.67 shows moderate disparity in responses and the standard deviation of 1.259 indicates a wide variance in responses. It was noted that majority of the respondents agreed with the statement that timely reporting is mandatory for employees to ensure regulatory compliance, effective risk management, accurate performance tracking and high-quality customer service since regular and prompt reporting helps to maintain the bank's operational efficiency, support audit readiness and enhancing overall trust and satisfaction among customers.

4.5 Work Roles

This section examines the effect of work roles on organizational performance in Centenary Bank Mbale Branch. Key informants were; (Loan Officers and Tellers N=70).

Table 4.6 Showing descriptive statistics on work roles

Statements		SA	A	N	D	SD	Mean	Std. Dev	Comment
Employees always prepare their weekly and monthly reports	%	48.6	35.7	0	10.0	5.7	1.89	1.186	Low
	Freq	34	25	0	7	4			
Bank selects and recruit employees	%	12.9	48.6	10.0	15.7	12.9	2.67	1.259	Moderate
	Freq	9	34	7	11	9			
It is employee duty to support, supervise and coordinate work	%	38.6	30.0	8.6	12.9	10.0	2.26	1.359	Moderate
	Freq	27	21	6	9	7			
The bank carries out training of employees	%	32.9	22.9	10.0	8.6	25.7	2.71	1.616	Moderate
	Freq	23	16	7	6	18			
Employees Manage the organization related work tasks	%	42.9	25.7	4.3	20.0	7.1	2.23	1.374	Moderate
	Freq	30	18	3	14	5			
It is employee responsibility to market and carry out sales of the organizational products	%	28.6	32.9	7.1	10.0	21.4	2.63	1.524	Moderate
	Freq	20	23	5	7	15			
It is my duty to organize, schedule and appointments	%	8.6	42.9	12.9	20.0	15.7	2.91	1.271	Moderate
	Freq	6	30	9	14	11			
Average mean							2.471	1.369	Moderate

Source: Fields Data (2024)

In reference to table 4.6 above, 59(83.3%) agreed, 11(15.7%) disagreed with the statement employees always prepare their weekly and monthly reports. The mean value is 1.89 shows low disparity in responses and the standard deviation of 1.186 indicates a wide variance in responses. According to the findings; it was noted that employees often prepare weekly and monthly reports as part of their job responsibilities. These reports

serve various purposes, including tracking progress, documenting completed tasks, identifying issues, and planning future activities.

Findings in table above further indicated that 43(61.5%) agreed, 7(10.0%) were not sure while 20(28.6%) disagreed with the statement that the Bank selects and recruit employees. The mean value is 2.67 shows moderate disparity in responses and the standard deviation of 1.259 indicates a wide variance in responses. It was found out that selection and recruitment is carried out to attract and retain top talent ensuring that the organization has the right candidates for the execution of work.

Findings indicated that 48(68.6%) agreed, 6(8.6.6%) were not sure while 16(22.9%) disagreed. The mean value is 2.26 shows moderate disparity in responses and the standard deviation of 1.359 indicates a wide variance in responses. Findings show that majority of the respondents agreed with the statement that it is employee duty to support, supervise and coordinate work. Findings indicated that supporting, supervising and coordination helps to provide the necessary resources, tools, and environment that employees need to perform their tasks effectively. This includes financial resources, technological tools, training, and emotional support on how to deal to defaulters, how to approach and communicate to clients. By addressing employee needs, it is also important to ensure that the employees are motivated and capable of achieving organizational goals, in addition the process of supervision helps to oversee the works of employees to ensure that tasks are completed correctly and efficiently. This involves monitoring performance, providing feedback, and ensuring adherence to policies and procedures which helps to align the efforts of different departments and individuals to ensure cohesive progress toward organizational objectives. Maheshwari and Vohra (2018) shows how work roles can improve performance both for the organization and the individuals. In other areas such as academics, the concept of work roles plays a vital role in enhancing performance.

In reference to table above, 39(55.8%) agreed, 7(10.0%) were not sure while 24(34.3%) disagreed. The mean value is 2.71 shows moderate disparity in responses and the standard deviation of 1.616 indicates a wide variance in responses. Findings indicated that majority of the respondents agreed with the statement that Bank carry out training of

employees. Findings indicated that in Centenary Bank, training is carried out in different forms for example on-the-job training, workshops, seminars, e-learning, and coaching sessions to enhance employees' existing skills and teach new ones and ensuring they can perform their tasks efficiently and effectively, it helps employees to adapt to new technologies, processes, or methodologies that the organization is adopting, help to ensure employees understand and adhere to regulatory requirements and internal policies of the Bank and addressing specific performance issues to improve overall productivity. This was in line with Ogbeiwi (2018) findings which revealed that the key philosophical reasoning behind work role is that it motivates the behaviour and effort of workers that are required as goal mediators to improve employee action performance towards achieving the desired changes or outcomes in any work-related setting.

Findings further indicate that 48(68.6%) agreed, 3(4.3%) while 19(27.1%) disagreed. The mean value is 2.23 shows moderate disparity in responses and the standard deviation of 1.374 indicates a wide variance in responses. Findings indicated that employee agreed with the statement that they manage the organization related work tasks given to them. This is through use of approaches such Task Planning and Prioritization, ensuring efficient time management practices which help employees allocate appropriate time slots for different tasks such as field credit follow ups and ensuring payment, ensuring effective and clear communication and collaboration with team members and stakeholders, and regular monitoring of task progress and reporting to supervisors or team leads to ensure that tasks are on track and any issues are addressed promptly for performance to prevail.

Findings in the table above further reveal that 53(61.5%) agreed while 5(7.1%) were not sure while 22(31.4%) disagreed with the statement that it is the employee responsibility to market and carry out sales of the organizational products. The mean value is 2.63 shows moderate disparity in responses and the standard deviation of 1.524 indicates a wide variance in responses. Study findings indicated that employees of a loan offers are often involved in marketing and carrying out sales activities for example maintaining and developing relationships with existing clients to ensure satisfaction and encourage repeat

business, promoting various financial products such as savings accounts, loans, credit cards, and investment services to customers, identifying opportunities to offer additional products or services that might benefit the customer, thereby increasing the bank's revenue, attracting new customers through various marketing strategies, including outreach programs, networking, and promotional events and providing financial advice and planning services to help customers make informed decisions about their finances.

Results further indicate that 36(51.5%) agreed, 9(12.9%) were not sure while 25(35.7%) disagreed with the statement that it is Duty of employees to Organize, Schedule and make Appointments. The mean value is 2.91 shows moderate disparity in responses and the standard deviation of 1.271 indicates a wide variance in responses. It was noted that in the banking sector, responsibilities related to organizing, scheduling, and making appointments vary depending on the specific roles within the organization. For example, customer service representatives might handle appointment scheduling for clients, while administrative staff or managers could oversee scheduling for internal meetings or appointments with higher-level clients. It ultimately depends on the structure and policies of each bank. However, in Centenary Bank, work roles are designated depending on job responsibilities.

In an interview one respondent; said

“Our process for assigning work roles begins with a thorough analysis of the bank's needs and goals; we consider both the current operational demands and future strategic objectives”.

Another respondent said in his words that:

“Several factors are considered including the employee's past performance, their skill set, relevant qualification an experience putting in consideration for their career development goals and their potential for growth within the organization”.

4.6 Participatory decision making

This section discusses the effect of the effect of participatory decision making on organizational performance in Centenary Bank Mbale Branch. Key informants were; (Loan Officers and Tellers N=70).

Table 4.7 Showing descriptive statistics on participatory decision making

Statements		SA	A	N	D	SD	Mean	Std. Dev	Co mm ent
Employees involved in the preparation of the organization budgets	%	38.6	35.7	7.1	10.0	8.6	2.14	1.277	Mode rate
	Freq	27	25	5	7	6			
Employees are involved in setting the goals and objectives of the organization	%	28.6	34.3	8.6	20.0	8.6	2.46	1.326	Mode rate
	Freq	20	24	6	14	6			
Employees participate in drawing work plans for the organization	%	30.0	32.9	8.6	15.7	12.9	2.49	1.401	Mode rate
	Freq	21	23	6	11	9			
Employees help towards formulation of the disciplinary policies of the organization	%	20.0	24.3	15.7	22.9	17.1	2.93	1.407	Mode rate
	Freq	14	17	11	16	12			
Employees are engaged in determining the administration and organization structure	%	30.0	31.4	20.0	8.6	10.0	2.37	1.376	Mode rate
	Freq	21	22	14	6	7			
The organization gets employees involved in setting the rules and procedures of work	%	25.7	64.3	0.0	2.9	7.1	2.01	1.014	Low
	Freq	18	45	0	2	5			
Employees participate in critical administrative matters	%	27.1	24.3	4.3	20.0	24.3	2.90	1.589	Mode rate
	Freq	19	17	3	14	17			

Average mean							2.469	1.341	Mode rate
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Source: Fields Data (2024)

In reference to table 4.7 above, 52(74.3%) agreed, 5(7.1%) were not sure, 13(18.6%) disagreed. The mean value is 2.14 shows moderate disparity in responses and the standard deviation of 1.277 indicates a wide variance in responses. It was noted that majority of the respondents agreed with the statement that employees get involved in the preparation of the organization budgets. Findings indicated that in the banking sector, the preparation of the organization's budget is typically a collaborative process that involves various departments and levels of management. While loan officers and tellers may not be directly be responsible for creating the budget, their input and data are often crucial in the budgeting process, they serve as agents for data on loan portfolios, projected loan demand, interest rates, and repayment schedules, contribute data on daily transactions, cash flow, and customer service trends, which help in estimating operational costs and revenue from fees and Offer feedback on branch operations, customer behavior, and service improvements that can influence budgeting for branch enhancements or new services.

Study findings further reveal that 44(62.9%) agreed, 6(8.6%) were not sure, 20(28.6%) disagreed. The mean value is 2.46 shows moderate disparity in responses and the standard deviation of 1.326 (see Table 4.7) indicates a wide variance in responses. It was noted that majority of the respondents agreed with the statement that employees are involved in setting the goals and objectives of the organization however indirectly. This means that the setting of the goals and objectives of an organization typically involves senior management and strategic planning teams. However, loan officers and tellers play a role in this process, although they may not be directly responsible for finalizing these goals and objectives, they participate in sharing insights on customer needs, market trends, and competitive landscape, offering feedback on customer service experiences, common issues faced by clients, and operational challenges, participating in strategic planning sessions or focusing on groups to provide ground-level perspectives and helping

to ensure that goals are realistic and aligned with daily operations to ensure proper alignment

Findings in Table 4.7 above indicate that 44(62.9%) agreed, 6(8.6%) were not sure, 20(28.6%) disagreed. The mean value is 2.49 shows moderate disparity in responses and the standard deviation of 1.401 indicates a wide variance in responses. It was noted that majority of the respondents agreed with the statement that employees participate in drawing work plans for the organization. It was noted that providing input and feedback which can offer valuable insights into customer demand, market conditions, and product performance, which are crucial for creating realistic and effective work plans. They also provide data on loan origination targets, expected challenges, and opportunities in lending activities, provide feedback on branch operations, customer interactions, and service efficiency. Their daily experiences can highlight areas for improvement and help set realistic operational targets, while loan officers and tellers may not lead the creation of organizational work plans, their involvement is crucial for providing practical insights, aligning individual and departmental efforts with organizational objectives, and ensuring the effective execution of these plans. Their participation helps in creating work plans that are realistic, achievable, and aligned with the daily operations of the bank.

Finding in the table 4.7 above also show that 31(44.3%) agreed, 11(15.7%) were not sure, 28(40.0%) disagreed. The mean value is 2.93 shows moderate disparity in responses and the standard deviation of 1.407 indicates a wide variance in responses. It was noted that majority of the respondents agreed with the statement that loan officer and tellers help towards the formulation of the disciplinary policies of the organization. It was noted that in the banking sector, the formulation of the disciplinary policies is typically handled by the Human Resources (HR) department in collaboration with senior management. These policies are designed to ensure compliance with legal standards, organizational values, and organizational regulations. However, loan officers and tellers have an indirect role in this process through their experiences and feedback, Loan Officers and Tellers can offer insights into how existing disciplinary policies are perceived and their effectiveness in maintaining professional standards. Their feedback can help HR identify gaps or areas for

improvement in current policies. Whereas loan officers and tellers are not directly responsible for drafting disciplinary policies, their involvement is crucial in ensuring these policies are comprehensive, effective, and practical. Their insights and feedback help HR and senior management create policies that not only address organizational needs but also support a positive and ethical work environment.

Findings show that 43(61.4%) agreed, 14(20.0%) were not sure, 13(18.6%) disagreed. The mean value is 2.37 shows moderate disparity in responses and the standard deviation of 1.376 indicates a wide variance in responses. It was noted that majority of the respondents agreed with the statement that employees are engaged in determining the administration and organization structure. It was discovered that the banking sector, determining the administration and organizational structure is primarily the responsibility of senior management and the Human Resources (HR) department. These decisions involve high-level strategic considerations, compliance with regulatory requirements, and alignment with the bank's overall mission and goals. However, loan officers and tellers can still play a role in this process by providing feedback and Insights, feedback on current organizational practices, workflows, and any bottlenecks that can be valuable. This feedback helps management understand the practical implications of the existing structure. It is however important to note that the primary responsibility for determining the administration and organizational structure lies with senior management, engaging loan officers and tellers through feedback mechanisms, focus groups, and pilot programs helps to ensure that these decisions are informed by practical insights and operational realities. Their involvement, even if indirect, can contribute to creating a more effective and responsive organizational structure

Findings further indicate that 63(90.0%) agreed and 7(10.0%) disagreed. The mean value is 2.01 shows low disparity in responses and the standard deviation of 1.014 indicates a wide variance in responses. It was noted that majority of the respondents agreed with the statement that the organization gets employees involved in setting the rules and procedures of work. It was noted that involving employees in the setting of rules, regulations, and procedures of work which can be beneficial for any organization,

including those in the banking sector. While the primary responsibility for developing these frameworks typically lies with senior management and the Human Resources (HR) department, involving employees such as loan officers and tellers can enhance the relevance, acceptance, and effectiveness of these policies. Whereas the final decisions on rules, regulations, and procedures rests with senior management and HR, incorporating input from loan officers and tellers ensures that these frameworks are grounded in operational reality and enjoy broader acceptance among staff. This collaborative approach helps to create a more effective and responsive organizational environment.

Findings further note that 36(51.4%) agreed, 3(4.3%) were not sure, 31(44.3%) disagreed. The mean value is 2.90 shows moderate disparity in responses and the standard deviation of 1.589 indicates a wide variance in responses. It was noted that majority of the respondents agreed with the statement that employees participate in critical administrative matters. It was noted that in the banking sector, critical administrative matters are typically managed by the senior executives and specialized departments such as human resources (HR), compliance, risk management, and operations. However, loan officers and tellers can still have roles in these areas, particularly through their operational insights and feedback through providing feedback on the existing policies and procedures, highlighting practical challenges and suggesting improvements, their frontline experience can be valuable in ensuring that policies are effective and realistic, their adherence to and feedback on these implementations can help management refine administrative decisions.

The overall mean of 2.47 indicates that the effect of participatory decision making on organizational performance was rated moderate

In an interview with one respondent, he said:

“His level of involvement in the planning process for the Bank is comprehensive and multifaceted; it is my responsibility to attend and contribute to strategic planning of meetings, aligning department goals, market analysis, resource allocations, staffing needs, financial forecasting, and investment decisions among other diverse roles.”

Another respondent said

“involving employees in the decision-making process in the Bank operations is generally considered wise and beneficial for several reasons for example a sense of ownership, increased engagement and motivation, bettering decision making, improved implementation, enhanced team work and collaboration.”

4.7 Delegation of work

This section discusses the effect of delegation of work on organizational performance in Centenary Bank Mbale Branch. Key informants were; (Loan Officers and Tellers N=70).

Table 4.8 Showing descriptive statistics on delegation of work

Delegation of Work		SA	A	N	D	SD	Mean	Std. Dev	Com ment
Employees support fellow colleagues with work whenever they are absent	%	20.0	32.9	22.9	10.0	14.3	2.66	1.306	Moderate
	Freq	14	23	16	7	10			
Level of work performance upgrades whenever employees stand in other position of work	%	7.1	44.3	11.4	17.1	20.0	2.99	1.313	Moderate
	Freq	5	31	8	12	14			
Employees gain experience in other duties of work	%	20.0	32.9	8.6	15.7	22.9	2.89	1.490	Moderate
	Freq	14	23	6	11	16			
Employees get chance to depend on myself in achieving work	%	12.9	2.9	0.0	71.4	12.9	3.69	1.149	High
	Freq	9	2	0	50	9			
Degree of effort in achieving the objectives and goals increases whenever employees are given chance	%	12.9	71.4	0.0	2.9	12.9	3.06	1.587	High
	Freq	9	50	0	2	9			

Delegation gives employees the initiative to prove themselves in performance.	%	27.1	15.7	5.7	27.1	24.3	2.60	1.290	Moderate
	Freq	19	11	4	19	17			
Delegation increases the level of principality whenever employees are assigned duties	%	21.4	32.9	22.9	10.0	12.9	2.90	1.589	Moderate
	Freq	15	23	16	7	9			
Average mean							2.557	1.389	Moderate

Source: Fields Data (2024)

Study findings from the table 4.8 above indicate that 37(52.9%) agreed, 16(22.9%) were not sure, 17(24.3%) disagreed. The mean value is 2.66 shows moderate disparity in responses and the standard deviation of 1.306 indicates a wide variance in responses. It was noted that majority of the respondents agreed with the statement that employees support fellow colleagues with work whenever they are absent. It was noted that in the banking sector, it is common for tellers and loan officers to cover for their colleagues during absences to ensure continuity of operations and maintain customer service standards. This allows them to step in for colleagues to manage deposits, withdrawals, payments, and other routine transactions, tellers might share responsibilities to ensure that all customer needs are met. This collaborative approach helps maintain service levels. Tellers and loan officers often stand in for absent colleagues to maintain smooth banking operations and high levels of customer service. Effective cross-training, clear communication, thorough documentation, and collaborative team environments are key to ensuring that this coverage is successful and seamless.

Findings further noted that 36(51.4%) agreed, 8(11.4%) were not sure, 26(37.0%) disagreed. The mean value is 2.99 shows moderate disparity in responses and the standard deviation of 1.313 (see Table 4.8) indicates a wide variance in responses. It was noted that majority of the respondents agreed with the statement that the level of work performance upgrades whenever employees stand in other position of work. It was noted

that when tellers and loan officers stand in for absent colleagues in the banking sector, their level of performance can improve due to several factors. This experience can lead to skill development, increased knowledge, and enhanced adaptability. This is usually because they handle different types of customer inquiries and issues, enhancing their problem-solving abilities, allow them to learn more about the bank's products and services. For example, tellers might gain deeper insights into loan products, while loan officers might learn more about daily transaction, they become familiar with various operational procedures and policies, which can improve their overall efficiency and effectiveness, regularly stepping into different roles helps employees become more adaptable and flexible, which is a valuable trait in the dynamic banking environment.

It was noted from the findings in Table 4.8 that 37(52.9%) agreed, 6(8.6%) were not sure, 27(38.6%) disagreed. The mean value is 2.89 shows moderate disparity in responses and the standard deviation of 1.490 indicates a wide variance in responses. It was noted that majority of the respondents agreed with the statement that employees gain experience in other duties of work. In their opinion, they said when employees gain experience in other duties of work, it can have several positive impacts on their professional development, skill set, and overall effectiveness. This is particularly relevant in the banking sector, where roles can be diverse and interconnected; they learn new skills and gain proficiency in tasks beyond their primary responsibilities. For example, a teller gaining experience in customer service may develop stronger interpersonal skills, improves communication skills; gain experience in various roles that can provide more holistic and efficient service to customers, anticipating their needs and providing timely solutions.

Study findings also show that 11(15.8%) agreed, 59(84.3%) disagreed. The mean value is 3.69 shows High disparity in responses and the standard deviation of 1.149 indicates a wide variance in responses. It was noted that majority of the respondents agreed with the statement that employee get chance to depend on themselves in achieving work. In their opinion through questionnaires, they said in the banking hall, even one has responsibility and hierarchy of service of work. As a teller, it is my responsibility to attend to customers to receive and bank their monies, withdrawal and guide accordingly. It is therefore

important to know and understand the responsibility, the same applies to loan officers who are mandated to follow up on loans and borrowers to comply by paying accordingly.

The findings in Table 4.8 further show that 59(84.3%) agreed, 11(15.8%) disagreed. The mean value of 3.06 shows High disparity in responses and the standard deviation of 1.589 indicates a wide variance in responses. It was noted that majority of the respondents agreed with the statement that the degree of effort in achieving the objectives and goals increases whenever employees are given chance. It was noted that the degree of efforts tends to increase when employees are given opportunity and chance to do so and this through motivation and engagement, autonomy and responsibility, professional growth and training, it does not only enhance their motivation but also foster a culture of continuous improvement and high performance within the organization.

Study findings indicated that 30(42.8%) agreed, 4 (5.7%) were not sure while 36(51.4%) disagreed. The mean value of 2.60 shows moderate disparity in responses and the standard deviation of 1.290 indicates a wide variance in responses. It was noted that majority of the respondents agreed with the statement that delegation gives employees the initiative to prove myself in performance. It was noted that tellers and loan officers in the banking sector often exhibit initiatives in various aspect of their roles, from customer service excellence and good achievement and goal achievement to professional growth and innovation. Their proactive approach contributes to organization success by driving performance, improving efficiency, fostering a positive work environment and ultimately enhancing customer satisfaction.

Findings show that 38(54.3%) agreed, 16(22.9%) were not sure, 16(22.9%) disagreed. The mean value of 2.90 shows moderate disparity in responses and the standard deviation of 1.589 indicates a wide variance in responses. It was noted that majority of the respondents agreed with the statement that delegation increases the level of principality whenever employees are assigned duties. It was noted that assigning tasks to loan officers and tellers in the banking sector not only increases their engagement and effort but also contributes to their professional development, enhances team collaboration and improves

customer satisfaction. It plays a crucial role in aligning individual efforts with organizational goals thereby driving overall performance and success within the Bank.

In an interview one respondent said:

“Delegation is important in any organization, the Bank inclusive because it allows tasks to be assigned to employees who have the abilities and skills to hand them efficiently leading to better results.” in addition, he said, “Employees, gain new skills and experience by taking on diverse responsibilities which can contribute to their professional growth.”

Another respondent in an interview said:

“Delegation empowers employees by trusting them with important tasks which can boost their confidence and job satisfaction and in addition, when employees successfully complete delegated tasks, they feel recognized and valued leading to higher morale and motivation.”

4.8 Regression Analysis

The bid to determine the effect of team work on organizational performance, a multiple regression was used and all construct of team work were considered in this study and were all regressed with organizational performance. The findings are presented in tables below.

Multiple Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.995 ^a	.990	.990	.12057

a. Predictors: (Constant), delegation, work roles, participatory decision making

To respond to the general objective of the study, findings in the table above reveal a coefficient of determination, R Square value = 0.990 (0.990*100 = 99.0%). The study

shows that team work has a high positive effect on organizational performance of Centenary Bank, Mbale branch. In order to explain the percentage of variation in the dependent variable (organizational performance) as explained by the independent variables, the researcher established that the independent variables (Work roles, Participatory decision making and Delegation) contributed to 99.0% of the variation in the organizational performance as explained by R square of 0.990 which is significant and shows that the model is the good prediction. It reveals that team work explains 0.990 or 99.0 percent of the organizational performance while 1.0 percent is explained by other factors not covered in this study.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	94.654	3	31.551	2170.255	.000 ^b
Residual	.960	66	.015		
Total	95.614	69			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Delegation, Work roles, Participatory decision making

Analysis of variance was conducted at 5% level of significance. From the findings, F-value is 2170.255. This implies that there is a significant effect of team work (work roles, participatory decision making and delegation) on organizational performance. This indicates the overall regression was significant for the study with Sig. value of .000^b which is less than 0.05 and indication that team work significantly affects organizational performance.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.095	.044		2.164	.034
	Work roles	.286	.062	.321	4.617	.000
	Participatory decision making	.343	.075	.358	4.576	.000

Delegation	.304	.053	.315	5.733	.000
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a. Dependent Variable: Organizational performance

Coefficients of regression were used in the study to determine the direction and extent of effect of independent variable on the dependent variable using β (Beta values).

The analysis in the table above reveals that Participatory decision making is the greatest contributor to organizational performance at Centenary bank with a Beta value of 0.358 at 0.000 level of significance. This implies that Participatory decision making has a positive and significant effect on organizational performance. This therefore answers the research question which stated that ‘*what is the effect of Participatory decision making on organizational performance?*’

Analysis in the table above reveals that work roles is the second contributor to organizational performance at Centenary with a Beta value of 0.321 at 0.000 level of significance. This means that work roles are the second contributor to organizational performance. The findings further reveal a positive and significant effect of work roles on organizational performance. This therefore answers the research question which stated that ‘*what is the effect of work roles on organizational performance?*’

Analysis in the table above reveals that delegation is the least contributor to organizational performance in Centenary bank with a Beta value of 0.315 at 0.000 level of significance. This implies that delegation has a positive and significant effect on organizational performance. This therefore answers the research question which stated that ‘*what is the effect of delegation on organizational performance?*’

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

The chapter presents the summary and discussion of findings guided by the study objectives. The discussion of these study findings was done by reviewing related literature, and comparing and contrasting with other previous studies.

5.2 Discussions of findings

The discussions were made in line with the major objectives that guided the study.

5.2.1 Work roles and organizational performance

Results of the regression analysis show that there is a positive and significant effect of work roles and organizational performance in Centenary Bank Mbale Branch (Beta value = .321, Sig value=0.000<.05). It is concluded that when work roles are clearly defined, employees understand what is expected of them and perform their work accordingly, this clarity reduces ambiguity and confusion leading to better performance as employees can focus on meeting specific objectives. This is in line with the results of studies done by Obasan & Sotunde (2022) and Ogbewere & Dunmade (2020) who agreed that work roles are important elements in the public sector and employee performance can be effectively measured against what is assigned to be performed.

Similarly, Khan and Al-Mashikhi (2022) evaluated work roles on employee performance in the financial sector particularly banking where the study collected data from 120 employees using correlation method and regression test. The study revealed that positive and direct connection exists between work roles and employees' performance and it further indicated that there exists a significant impact of work roles and employee performance.

5.2.2 Participatory decision making and organizational performance

It is concluded that there is a positive and significant effect of participatory decision making on organizational performance with (Beta value = .358, Sig value = 0.000 < .05). It is concluded that participatory decision making significantly enhances organization performance by fostering employee engagement, improving decision quality, strengthening communication and collaboration, promoting innovation, developing leadership skills, enhancing adaptability and increasing employee satisfaction and retention.

This is in line with Nelson and Quick (2022) who said employee participation in decision-making brings more knowledge and experience to the problem-solving situation. This in a way encourages employees to stay in an organization since there is freedom of participation, a sense of belongingness and being valued.

In the same way; Maheshwari, & Vohra (2023) focused on the effect of strategic planning on organizational performance and profitability, whereas the current study shall be limited to the effect of participatory decision making and organization performance hence missing a conceptual and methodological gap in the study.

Lawan & Habu (2019) stated that participatory management is a strategy that moves decision-making processes down to lower-level personnel for feedback for appropriate planning and implementation of strategies.

5.2.3 Delegation of work on organizational performance

It is concluded that there is a positive and significant relationship effect of delegation on organizational performance with (Beta value = .315, Sig value = 0.000 < .05). It was noted that delegation significantly impacts organizational effectiveness and success through improved efficiency and productivity, employee development and engagement, fostering decision making and implementation, enhancing team work and collaboration and leadership development. This was in line with Maheshwari, & Vohra (2023) who said

delegation of workers in an organization increases employees' commitment, flexibility and speeds up the work. It should be noted that employees who are not empowered have low self-esteem in institutions.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The chapter presents conclusions and recommendations of the study based on the study objectives

6.2 Conclusions

6.2.1 Work roles

Results from Descriptive statistics also show the overall average mean of 2.470 which was moderate. This shows high disparity in the responses among respondents portraying agreements to some extent. This implies that work roles was rated moderate as far as Organizational Performance in Centenary Bank Mbale Branch was concerned , taking into consideration all the inter-relations among its study variables.

Similarly, regression coefficients reveal that work roles is the second highest contributor to organizational performance at Centenary Bank Mbale Branch with a Beta value of 0.321 at 0.000^b level of significance. This implies that work roles have a positive and significant effect on organizational performance at Centenary Bank Mbale Branch. Since the significance value 0.000^b is less than 0.05, it can be deduced that work roles was significant in predicting organizational performance at Centenary Bank Mbale Branch.

6.2.2 Participatory decision making

Results from Descriptive statistics also show the overall average mean of 2.471 which was moderate. This shows high disparity in the responses among respondents portraying agreements to some extent. This implies that Participatory Decision Making affects Organizational Performance in Centenary Bank Mbale Branch, taking into consideration all the inter-relations among its study variables.

Similarly, regression coefficients reveal that Participatory Decision Making is the highest contributor to organizational performance at Centenary Bank Mbale Branch with a Beta value of 0.358 at 0.000^b level of significance. This implies that Participatory Decision Making has a positive and significant effect on organizational performance at Centenary

Bank Mbale Branch. Since the significance value 0.000^b is less than 0.05, it can be deduced that Participatory Decision Making was significant in predicting organizational performance at Centenary Bank Mbale Branch.

The study therefore answers the research question which stated that ‘what is the effect of Participatory Decision Making on Organizational Performance in Centenary Bank Mbale Branch?’

6.2.3 Delegation of work

Results from Descriptive statistics also show the overall average mean of 2.557 which was moderate. This shows high disparity in the responses among respondents portraying agreements to some extent. This implies that Delegation of work was moderately practiced as far Organizational Performance in Centenary Bank Mbale Branch was concerned , taking into consideration all the inter-relations among its study variables.

Similarly, regression coefficients reveal that Delegation of work is the lowest contributor to organizational performance at Centenary Bank Mbale Branch with a Beta value of 0.315 at 0.000^b level of significance. This implies that Delegation of work has a positive and significant effect on organizational performance at Centenary Bank Mbale Branch. Since the significance value 0.000^b is less than 0.05, it can be deduced Delegation of work was significant in predicting organizational performance at Centenary Bank Mbale Branch.

6.3 Recommendations

In reference to study findings and conclusions of the study, the following recommendations are made in line with the major objectives that guided the study:

6.3.1 Work Roles

It is recommended that there is need for clarity and alignment of roles and responsibilities to ensure that all employees understand their specific roles, responsibilities and objectives within the organization this will help in aligning individual efforts with organizational goals.

There is need for management Centenary Bank, Mbale Branch to regular review and update of job descriptions to reflect evolving organizational needs and ensure alignment with strategic priorities.

There is need to continue providing continuous opportunities to employees to enhance their skills and capabilities relevant to their roles as this improve performance and prepare employees for future challenges.

6.3.2 Participatory decision making

It is recommended that there is need to foster an environment where employees feel comfortable sharing ideas, concerns and feedbacks with management and among themselves.

It is important that multiple communication channels re embraced in Centenary Bank Mbale Branch such as suggestion boxes, meetings, digital platforms to solicit inputs from employees at all levels.

There is further need to recognize and appreciate employees who actively participate in decision making process whether through formal or informal ways to increase satisfaction and performance

6.3.3 Delegation of Work

There is need for Centenary Bank Mbale to build a culture of trust by demonstrating confidence in employee's abilities to handle delegated tasks effectively and clearly communicate goals, timelines and performance standards to ensure accountability for delegated responsibilities.

There is need to encourage collaboration by forming cross functional teams to tackle complex projects or initiatives.

There is also need to carry out regular checks to monitor progress, provide feedback and address any challenges or concerns for related tasks.

6.4. Limitations to the study

The study faced selection bias, leading to non-representative samples through methods like sampling frame bias or self-selection bias and lack of representation, where the sample failed to include diverse populations, limiting the applicability of findings. This may have threatened the validity and generalizability of the research potentially introducing bias and reducing the ability to draw accurate conclusions about the broader population

The study also faced measurement errors or poor research design, limited access to necessary data and there was constraints imposed by time and financial resources were limited. These may have ultimately impacted the reliability and usefulness of the conclusions drawn.

6.5 Areas for further research

- a) Work roles and organizational performance in Centenary Bank Mbale Branch
- b) Participatory decision making and organizational performance in Centenary Bank Mbale Branch
- c) Delegation of work and organizational performance in Centenary Bank Mbale Branch

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**APPENDIX I: QUESTIONNAIRES FOR LOAN OFFICERS AND TELLERS ON
IMPACT OF TEAM WORK AND ORGANIZATIONAL PERFORMANCE, A
CASE STUDY OF CENTENARY BANK MBALE BRANCH.**

Dear Respondent:

I am ACAM REBECCA, a Masters student from Uganda Christian University in Uganda (UCU) Mbale Campus pursuing a Master’s’ Degree in Business Administration am conducting research on the impact of team work and organizational performance, a case study of Centenary Bank Mbale Branch.

Please spare some few minutes and respond to questions that follow. Your responses shall contribute to the success of this study and will be treated with maximum confidentiality. Your responses will be used only for purposes of this study.

PART A: Demographic Information

Please tick {√} the most appropriate alternative that corresponds to items given.

A1	Gender: Male <input type="checkbox"/>	Female <input type="checkbox"/>			
A2	Age 21-30 <input type="checkbox"/>	31 – 40 <input type="checkbox"/>	41 – 50 <input type="checkbox"/>	51+ <input type="checkbox"/>	
A3	Working Experience	0-3 years <input type="checkbox"/>	4-7 years <input type="checkbox"/>	8-11 years <input type="checkbox"/>	
A4	Highest Level of Education	Diploma <input type="checkbox"/>	Bachelors’ Degree <input type="checkbox"/>	Master Degree <input type="checkbox"/>	Others <input type="checkbox"/>

Using the scale below, indicate your level of agreement with each of the following items by ticking {√} in the corresponding boxes. (1) Strongly Agree, (2) Agree, (3) Not sure () Disagree (5) Strongly disagree

Part B: Work Roles

Work Roles		1	2	3	4	5
WR1	I always prepare my weekly and monthly reports					
WR2	Iam select and recruit employees					
WR3	It is my duty to support, supervise and coordinate work					
WR4	I carry out training of employees					
WR5	I Manage the organization related work tasks					
WR6	My responsibility is to market and carry out sales of the					

	organizational products					
WR7	It is my duty to organize, schedule and appointments					
Participatory Decision making						
PDM1	I get involved in the preparation of the organization budgets					
PDM2	Am involved in setting the goals and objectives of the organization					
PDM3	I participate in drawing work plans for the organization					
PDM4	I have helped towards formulation of the disciplinary policies of the organization					
PDM5	My organization engages me in determining the administration and organization structure					
PDM6	The organization gets me involved in setting the rules and procedures of work					
PDM7	I participate in critical administrative matters					
Delegation						
D1	I support my fellow colleagues with work whenever they are absent					
D2	My level of work performance upgrades whenever I stand in other position of work					
D3	I gain experience in other duties of work					
D4	The administration leaves me in charge when there are other duties to take care off					
D5	I get chance to depend on myself in achieving work					
D6	My degree of effort in achieving the objectives and goals increases whenever am given chance					
D7	It gives me the initiative to prove myself in performance.					
D8	My level of principality increases whenever am assigned.					

Part E: Organization Performance

	Organization Performance	1	2	3	4	5
1	Meeting set targets / deadlines					
2	Accountability					
3	Efficiency and effectiveness					
4	My organization carries Investments					
5	There is High rate of returns					
6	Timely reporting is mandatory					
7	Time management is carried out					

[Thank you for your time to fill this questionnaire.]

APPENDIX II

INTERVIEW GUIDE

For Managers and Supervisors

Place of Interview.....

Date of Interview.....

Time and Duration of Interview

Self-Introduction and Explanation of the Rationale of the Study

1. How does your organization assign work roles to employees?
2. What criteria do you use to ensure that employees perform to your expectation as an organization?
3. What is your view on work roles in your organization?
4. What is the level of involvement during the planning process of the organization?
5. Do you think it is wise enough to involve employee in decision making of the organization
6. What is the importance of delegation of duties in your organization?
7. How has delegation impacted the performance of your organization?
8. What is your conclusion on organization performance of your organization?



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

Date : 17th -9-2025

Name of Candidate : ACAM REBECCA **Reg. No:** S22/MUC/MBA/001

Title of Dissertation: TEAMWORK AND ORGANIZATION PERFORMANCE-A
CASE STUDY OF CENTENARY BANK -MBALE BRANCH

SN	COMMENTS BY EXTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	Conduct a detailed grammar and style review of the entire manuscript to improve sentence structure and clarity	The review was Conducted and all issues to do with grammar and style reviewed throughout the document for purposes of clarity and sentence sequential	Check out pages 1-59
2	Standardize formatting across all sections (tables, headings, fonts, spacing, citations)	All sections were formatted to times new romans style, font size 12 and spacing of 1.5. citations were also quoted like Abdulle and Aydintan (2023)	Check out page 15. And also throughout the document
3	The literature review was observed as some citations were so old,	The literature review was updated with recent sources ie (2020–2024) so as to enhance critical synthesis	Page 20 - Ugwu, & Josephine

	this was empathized that it should be updated	of studies	(2022) Page 18 for Thomas et al (2021. Pages 14 e.t.c
4	Clearly state research hypotheses and analyze them statistically	This was successfully handled	Pages 37, 41 and 46. All hypothesis were analyzed statistically
5	Revise the conceptual framework diagram for clarity and professional formatting	Conceptual frame work revised, all the variables of study together with their parameters well stated	Pages 10
6	Separate results and discussion in Chapter Four and deepen analysis using references from Chapter Two	Results and discussion in Chapter Four were deepen and analysis using references from Chapter Two	Page 36 Page 42 pages 45 as well
7	Add explicit sections on contributions, limitations, and future research directions in Chapter Five	This was done	Pages 59
8	Report actual validity and reliability test results in the methodology chapter	Actual validity and reliability test results in the methodology chapters were reported. content validity index (C.V.I), was applied to test for the validity of the study and Cronbach's Alpha Reliability Coefficient was used for reliability using the likert scale table	Pages 26
9	Reformat references and in-text citations to comply with university-approved style	APA format referencing style was consulted	60-62

10	Enhance ethics and data confidentiality discussion in Chapter Three	Ethical issues and data confidentiality was Enhanced	Pages 27 and 28
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SN	COMMENTS BY INTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	Abstract, Declaration, Dedication, Acknowledgement, Table of contents, List of Tables, Figures, appendices, Acronyms and abbreviations are all well captured in the document. However, the list of figures is missing	List of figures added	Pages ix
2	The background of the study should flow from historical, theoretical, conceptual and contextual	This was done	Page 1, 2, 3, 4 and 5
3	The definition of key terms should be backed up by the different scholars and authors	Definitions were clearly brought out and was backed up b different scholars like Everyone, 2022	Pages 11
4	New chapters should start new pages to enhance quality	This was observed and according to the document, the new chapters all appear on new pages	Pages 1, 12,21, 30,53 and 56
5	Gaps in literature review should be observed and thoroughly taken care off	The gaps in the literature review was identified and so worked on	Pages 21
6	Data presentation, analysis, interpretation and discussions should be sequential in nature and should follow the objectives of the study	Data presentation, analysis, interpretation and discussions were all organized according to the study objectives	Pages 30-59

SN	COMMENTS BY VIVA VOCE PANNEL	ACTION TAKEN	INDICATOR
1	Chapter Four: The researcher had conducted regressions before running correlation matrices.	Correlation matrices have been included in the final work.	e.g. Cover page
2	The Researcher had not ably explained the meaning of the negative dependent variable of beta -0.227 as effect of performance measurement on employee performance.	The researcher did extensive analysis and concluded that, as the use of performance measurement increases, employee's performance decreases, which is a negative outcome. This could have happened because performance measure was poorly designed or implemented, leading to leading to negative impacts such as; increased pressure, unfair assessment, lack of feedback among others.	
3	The team noted that, the researcher's total for the Beta value obtained was more than 100%, he was thus tasked to recalculate.	Recalculations were done and confirmed that the overall total for beta value obtained is .358nor more than 100.	Pages 54
4	The researcher had based on the mean and standard deviations to make conclusions. The team noted that, it is only the beta values that are used for making conclusions.	Conclusions basing on beta values obtained were done for all the independent variables.	Pages 56
5	Chapter Four: The researcher had conducted regressions before	Correlation matrices have been included in the final	

	running correlation matrices.	work.	
6	All references should be in APA format style	APA referencing style was observed	60-62

Prepared By

ACAM REBECCA

Date 17th 9 2025



Approved by:

MR OMACHE HENRY

Date 21st -9-2025





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UNIVERSITY, MBALE UNIVERSITY COLLEGE.**
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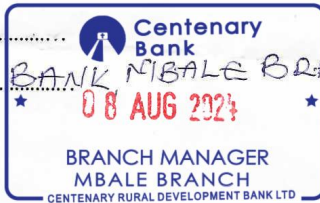
BUSINESS DEPARTMENT

To MANAGER

CENTENARY BANK MBALE BRANCH

Dear Sir/Madam,

Re: Academic Research



Approved

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss Adam Rebecca
Of Registration Number; S22/MUC/MBA/001 pursuing a Masters'
Degree/Postgraduate Diploma / Bachelor's Degree
MASTERS DEGREE

He/ she is required to carry out an academic research on the topic
TEAMWORK AND ORGANIZATION PERFORMANCE

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,

[Signature]
Henry Omache
Head of Business Department UCU-MUC

