

**EFFECT OF INTERNAL ORGANIZATIONAL FACTORS ON EMPLOYEE
PERFORMANCE OF COMMERCIAL BANKS IN EASTERN UGANDA
A CASE STUDY OF CENTENARY BANK, MBALE BRANCH**

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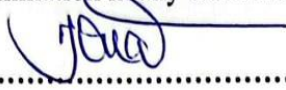


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DECLARATION

I, the undersigned, declare that this dissertation is my original work and has not been submitted for examination in any other institution.

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DEDICATIONS

I dedicate this research work to my family.

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LIST ABBREVIATIONS

SPSS: Statistical package for social science

CBS: Core Banking System

COVID-19: Coronavirus Disease 2019

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ABSTRACT

This study examined the effect of internal organizational factors on employee performance at Centenary Bank, Mbale branch. Specifically, the study examined the effect of organizational structure, management support, and organizational culture on employee performance. The study was grounded on the Contingency Theory. The research employed a positivist research philosophy with descriptive analysis. The population of this study was 75 employees of Centenary Bank Mbale branch. The sample respondents were 63 respondents drawn from the Centenary Bank Mbale branch of which only 59 returned the questionnaires for results analysis. Questionnaires and interview guides were the main data collection tools while analysis involved the use of both qualitative and quantitative statistical techniques. The study established a positive and significant effect of, organization structure $r=0.964$, management support, $r=0.985$, and organization culture, $r= 0.973$, on employee performance. The study concluded that internal organization factors have a significant impact on employee performance. As such the research concluded that effecting changes in the organization structure, management support and organization culture will significantly lead to better employee performance. In regard to the organization structure and culture, the study recommends that bank should align their structure to the changing operating environment and ensure awareness of the corporate culture among employees. Further, managers are advised to instill a culture of involving employees in decision-making and extend the rewards and recognition systems which will be instrumental to fostering management support. Lastly, due to changing environment, the study recommends that bank should develop relevant infrastructure to support remote working and improve on the available facilities to employees at the workplace.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter comprised of the background to the study; historical, theoretical, conceptual and contextual background, the problem statement, the general objective, specific objectives, and research questions, scope of the study, justification, significance, and conceptual framework of the study.

1.1 Background to the Study

Organizational internal policies are rules and guidelines that determine how activities are carried out in an organization. Policies are critical components of any organization as they help in addressing pertinent issues for instance, what comprises of the behavior that is acceptable in an organization (Banks, Woznyj, Wesslen, Frear, Berka, Heggestad & Gordon, 2019). Organizational policies play an important role in an organization by outlining the acceptable actions in an organization. Strict adherence to policies helps in protecting employees as well as the firms. Inability to follow the established policies means the organization would be greatly exposed to law suits. Leonidou, Christodoulides, Kyrgidou and Palihawadana (2017) view organizational policies to cover the internal control system that determines how activities are carried out

The nature of the organization in terms of the service or product it deals in determines the internal policies in place. For instance, the policies in place in say a banking institution would slightly different from those in the manufacturing concern. In the banking sector, Estrada, Faems and de-Faria (2016) identified that internal policies can include credit administration policies, recruitment policies, promotional policies and employee welfare policies. Credit administration policies outline the rules and regulations to be followed by the institution in granting credit to customers. Such policies determine the overall steps adhered to in appraising credit facilities to customers (Leonidou et al., 2017).

1.1.2 Historical background

Organizations are interested in bottom-line results (Elissa, Wieland, Lester, & Gupta, 2019). Guided by this need and compounded by the frequent changes in the economic climate, many organizations need strategies and initiatives that are meant to bring improvements in employee

performance (Bafaneli & Setibi, 2015). This brings about the need for continuous investment in the development of an organization's greatest assets - its employees - in order to enhance organizational performance (Barnegat & Farad, 2011). The combination and development of an employee's talents and motives in the pursuance of the organization's goals provide both personal satisfaction to the employee and ultimately results in increased performance of the organization (Broad Hurst, 2012).

Firms in the global age operate in a vibrant environment, making it critical for them to focus on their strengths so as to attain and sustain competitive advantage (Afshan, Sobia, Kamran, & Nasir, 2012). Guided by the contingency theory, this study will explore the influence of internal organizational factors on the strategies adopted by commercial banks to gain and sustain a desirable competitive positioning. According to Drabek, Lorincova and Jarorcokova (2017), human capital is among the key organizational strengths. Developing this resource is key to attaining organizational goals and as such, they have to develop the team's necessary skills, knowledge, and competencies (Mwanje, 2010). Globally the banking industry is under pressure to concurrently improve the customer experience, meet intense regulative requirements, and reduce costs of doing business (Njiru, 2014). The contingency theory will guide the research in determining how employee development affects organizational performance

In the past 10 years, from 2008 to 2018, there has been a dramatic loss in the banking industry and a sector that had previously been performing well announcing hefty losses due to various operational risks, poor employee retention and competition from other financial institutions (Mukhtarov, Yuksel, & Mammadov, 2018). Boland (2012) notes that commercial banks in India have been facing challenges in how best to enhance employee performance in an era where digitalization and technological advancements in the banking industry have led to increasing loss of human capital. Omar (2015). The study noted that retained employees' performance was impacted significantly after downsizing.

The Uganda Bankers Association (2018) also notes that commercial banks in Uganda have been increasing their investment towards employing emerging technologies in serving their customers. This has resulted in banks increasing employee layoffs as they sought to maintain their overall growth. Wee Tracker (2019) indicates that between 2017-2018 there was a marginal reduction in the number of staff within the banking sector by 2.4%. The report also

indicates that ongoing restructuring activities within the commercial banks are expected to lead to further employee job losses.

While restructuring efforts have been designed to improve on the banks' bottom line, the preliminary evidence adduced above shows that these very efforts have had an impact on employee productivity, performance and retention. This presented a challenge to the commercial banks in retaining and maintaining performing employees within the banks as a result of job security concerns and an increase in the utilization of new technologies to the expense of traditional banking channels, while at the same time cutting down costs in order to increase its profit margins. Such restructuring has focused on various organizational factors including the organizational structure, its culture and the overall work environment. Gaul and Rotech (2017) showed that banks are lacking in adequate strategic knowledge management, resulting in low levels of customer satisfaction and high employee turnover rates. Rahman and Taniya (2017) revealed that human resource practices, management style and shared values are key to improving employee performance in Indian banks. Similarly, Rehman, Rahman, Zahid and Asif (2018) noted that employee performance is significantly influenced by internal organization factors such as leadership styles and organizational culture and work environment. This study looked into the internal organizational factors that affect employee performance in commercial banks in Eastern Uganda.

1.3 Conceptual perspective

Internal organizational factors

Organizational policies (internal factors) are aspects of a company that controls its operations and performance Gall, Gall and Borg (2007), and they can be unique to the organization or could be external factors. External factors are those factors that the firm has no direct control over and they play a key role in shaping an organization's internal policies. They could be political, economic, social or technological (Al-Tit, 2017). Internal factors are those factors that the company adopts in response to changes in its external environment and they include its mission, vision, communication, leadership qualities, structure and culture (Mwanthi, 2018). This study will focus on internal organizational factors and their effect on firm performance.

According to Maschke & Knyphausen, (2012), internal organizational factors may be defined as organizational policies, organizational culture, organizational training, organizational learning and organizational leadership that exist within institutions that creates an enabling

environment for successful implementation of programmes. In the study by, Wainaina, Kabare, and Mukulu (2014) also determined that organizational environment, management support, training and development, leadership, and a rewarding system contributed greatly to the adaptability of an employee in a corporate and as a result had a direct effect on performance (see also Ndege, 2013). Among these factors, there are several which stand out and may be unique to the Eastern Ugandan environment (Anyang, 2015; Evaline & Bulla, 2017; Langat & Lagat, 2017). These include the organization environment, structure, culture and management support (Mukhebi, Wanyama, & Mamuli, 2019). These factors, which vary by geography (organizational cultures have intimate relationships with societal and professional cultures), and by size and rank, have however not been exhaustively studied within the Eastern Ugandan banking context. This study, therefore, focuses on organization structure, and management support and organization culture as the main independent variables. It sought to find out how these variables affect employee performance.

Organization Structure

An organization structure defines how operations are carried out in a firm. It involves activities such as supervision, coordination, and allocation of tasks (Oyewobi, Windapo, & Rotimi, 2013). The effectiveness of an organization's financial success is greatly influenced by the organizational structure. This is because the structure determines available strategies for the company to maximize the creation of wealth (Ogoro & Simiyu, 2015). The structure is also key to determining effective task allocation to ensure optimum performance of the employee's thus promoting task realization. An organizational structure is also the foundation on which control over procedures, decision-making processes, authority, and governance is based to ensure that maximum productivity is achieved (Njiru, 2014).

Larvie (2009) in a research study concluded that organizational structure has a significant influence on the company's effectiveness and performance. This means that if an organizational structure is well aligned with the firm's mission and goals, it positively affects its operational and financial performance positively. Oyewobi, Windapo, and Rotimi (2013) indicate that task allocation, coordination, work arrangement, and centralization was key to improving organizational performance. Wainaina, Kabare, and Mukulu (2014) found out that having an elaborate work structure improved productivity within Kenyan banks. This study explored the effect of organizational structure on employee productivity in Centenary bank in Eastern Uganda. The above studies have focused mostly on the link between organizational

structure and firm productivity but have not examined to detail how the structure affects employee performance which was the focus of this study.

Management Support

The top management Support team represented the highest-ranked executives that are given the responsibility to overlook the company. The executives are some of the most influential Individuals in an organization since they are mostly the ultimate decision-makers (Brinkerhoff, 2010). The support team and top management have the authority to make the decision, manipulate and influence the rest of the body depending on whether their interests are aligned to that of the organization or their interest (Dhaouadi, 2014).

Eisenhardt (2013) states that a top management team that uses the strategic process of making a decision often influences a company's financial and non-financial performance. This means that top management is crucial in making decisions that are important in influencing the performance of a firm. Marche and Knyphausen (2012), the size of the team management is one of the impacting elements that determine the impact that a team of top management will have on the performance and productivity of a firm. The above studies have shown that various top management practices can be crucial in supporting better employee and organization performance. The study context is not however on the local commercial banks, a gap which this study explored by reviewing the link between management support and the employee performance of employees in centenary bank in Eastern Uganda.

Organization Culture

Organizational culture encompasses the intricate set of a company's core values, its ideologies and its symbols. These are shared across the corporation and have an effect on how a firm carries out its business and operations (Ireland, Hoskisson, & Hitt, 2013). Phillips and Gully (2014) identified organizational culture as shared norms that gave guidance to employees' attitudes and behaviours and influenced how they perceived and reacted to the environment. It is, therefore, the personality of a corporation as it influences how staffs behave.

According to Ireland, Hoskisson and Hitt (2013), corporate culture affected how strategic leaders worked and consequently affected how the employees of a corporate performed. Ahmad (2012) notes that most literature points to the significant impact of organizational culture on performance. The study further indicates that the corporate cultural traits that included involvement, consistency, and adaptability were strongly and positively associated

with performance. Oduol (2015) indicated that a good corporate culture instilled strong behaviours that was conducive for good policy and adhered to rules that, in turn, were good for business. From the above studies, it is evident that a good corporate culture is a key to the performance of employees within firms hence this research examined how the presence of a good organizational culture influences the performance of employees in centenary bank in Eastern Uganda.

Employee Performance

The term performance determines how established goals and objectives are realized. Performance is either in financial or non-financial aspects. Financial performance can be quantified and represents the core objective of most firms. To determine financial performance of the firm, most information is usually obtained from the financial statements. Non-financial performance cover measures like customer satisfaction, efficiency and effectiveness and flexibility. The development of the BSC –balanced scorecard has transformed the manner in which performance is determined and measured in an organization (Lai, Saridakis &Johnstone, 2017)

Employee performance refers to the value an organization expects from an employee in terms of discrete behaviours performed over time (Bakker, Times, & Darks, 2012). Employee performance has been further defined as the art of completing a task within the defined boundaries (Aliya, Maiya, Farah, & Hina, 2015; Thao & Hwang, 2015). Employee performance is considered a crucial factor in determining an organization’s performance; this is so because it assists the organization in achieving its strategic goals, leading to greater competitive advantage (Harrison, 2010).

Employees who perform well assist in the creation of outstanding organizations (Harrison, 2010; Kaliannana and Adjovub, 2014; Aliya et al., 2015; Tahir et al., 2014). Hafiza, Shah, Jamsheed, and Zaman (2011) indicate that various factors impact employee performance including opportunities for training and development, organizational communication, and job satisfaction (Iqbal et al., 2015). Thao and Hwang (2015) in a recent literature review present the effects of training and development on higher employee performance, and higher worker execution. Apia (2010) found out that an elaborate organizational structure, management support, training, employee competencies, and behaviours change are essential to the improvement of employee performance. This is evidenced in the changes in the level of employee knowledge, competencies, skills, abilities, and behaviours.

Arnold and Feldman (2010) stressed the importance of tracking employee performance levels. Their study determined that talented employees ask for feedback since this helps in growth, however, keeping track of employee relations is also important to ensuring uniformity in the execution of operations. Huselid (2007) notes that one of the methods of assessing performance is employee attendance. Automated attendance checks are useful in recording time input by employees. The researcher further notes that employee productivity in terms of solving customer complaints and meeting their work targets was a key performance measure. Cones and Jenkins (2010) pinion that measuring employee efficiency is key in assessing performance. It is paramount that employees finish their allocated tasks on time. The growth of commercial banks has been attributed to, among other components, the productivity of their workforce, which is central to the service provision and customer service (Langat & Lagat, 2017). This study analyzed employee performance through tracking attendance, productivity, efficiency, task effectiveness, retention rate, and overall job satisfaction within centenary bank in Eastern Uganda.

Banking Sector in Eastern Uganda

In Uganda, there are 25 licensed commercial banks as at December 31st 2015 (the Bank of Uganda annual supervision report, 2015).

The banking industry in Uganda remains resilient to shocks with adequate capital and liquidity buffers. The key financial Soundness Indicators show that banks performance improved in the year to December 2015, compared to the year to December 2014. The Ratio of Tier 1 capital held by Commercial banks was 18.6 percent in 2015, well above the regulatory minimum of 8 percent. Annual net after tax profits increased by 11.5 percent to Uganda Shs. 541.2 billion between December 2014 and December 2015. However, asset quality deteriorated with the ratio of non-performing loans (NPLs) to total gross loans rising from 4.1 percent to 5.3 percent between December 2014 and December 2015. Notwithstanding the above, the banking sector has adequate capital to absorb losses (The Bank of Uganda annual supervision report, December 2015)

Centenary Bank is one of the commercial banks in Uganda which provides deposit, credit and money transfer services to poor clients in Uganda. Established by the Catholic Church as a trust fund in 1983, it developed strengths in savings mobilization but performed poorly as a financial intermediary. This article describes Centenary's progress since reform in the early 1990s when it was transformed into a commercial bank

As of December 2019, Centenary Bank had its headquarters in Kampala. Its headquarters building is Mapeera House, on Kampala Road opposite City Square. The bank had a network of 63 bank branches together with 157 linked automated teller machines at 115 locations in the Central, Western, Northern, and Eastern Regions. The bank had 1,473,958 deposit accounts.

1.4 Statement of the problem

Results from the Internal organizational Environment Assessment survey issued by Internal Audit revealed general staff satisfaction and confidence in the management style of the management team at the branch. The branch was also rated satisfactory for three years consecutively and for this, Branch Management was commended. However, a few staff expressed concerns that Branch Management was not open to discussions and suggestions and there was intimidation and discrimination of staff. The internal Audit team engaged Branch Management together with the regional team regarding the staff concerns and they promised to investigate the matter and take necessary action for a better work environment for all staff. (Audit reports 2021. 2022 & 2023)

A preliminary survey at Centenary Bank, Mbale Branch, and observation indicated that employees are largely dissatisfied with the internal operational environment which affects results in retardation of the bank's performance and growth. Under Centenary Bank, Mbale Branch Administration, Audit report (2021), observed that despite the challenges presented by COVID-19, staff were reluctant to undertake the required click campus courses and there was an increase in the number of staff disciplinary cases at the branch. The audit report (2022) pointed failure by staff to carry out adequate due diligence at the time of opening accounts to assess the nature of businesses carried out by the companies and the signatories which greatly determines the risk profiling of the companies. In the same report, the audit also pointed out the inadequate training of staff at accounts opening to ensure all customer information was well captured in the system which led to a poor filing system at the branch leading to some documents missing and thus not provided for Audit review. The audit report (2023) pointed to knowledge gaps and laxity among the branch management team and credit staff to update all the customer's information in the Core Banking System (CBS) fields as it appears on the static data forms. There was also inadequate Supervisory oversight at the point of authorization/review of static data.

This study sought to determine how the organization's structure, management support, and organizational culture affect employee performance.

1.5 Objectives of the Study

The main objective of the study was to assess the effect of internal organizational factors on employee performance of commercial banks in Eastern Uganda, case of Centenary Bank

1.5.1 Specific Objectives

- i. To determine the effect of organization structure on employee performance within Centenary Bank in Eastern Uganda
- ii. To establish the effect of management support on employee performance within of Centenary Bank in Eastern Uganda
- iii. To establish the effect of organization culture on employee performance within of Centenary Bank in Eastern Uganda

1.6 Research Questions

- i. What is the effect of organization structure on employee performance within of Centenary Bank in Eastern Uganda?
- ii. What is the effect of management support on employee performance within of Centenary Bank in Eastern Uganda?
- iii. What is the effect of organizational culture on employee performance within of Centenary Bank in Eastern Uganda?

1.7 Scope of the Study

1.7.1 Geographical scope

This study was geographically focused on the examination of commercial banks operating within Eastern Uganda a case of Centenary bank. The study focused on Eastern Uganda since Eastern Uganda is the economic and commercial hub of the country, and it hosts most of the banks' headquarters from whence the respondents to our survey.

1.7.2 Content scope

The contextual scope of this study was the examination of specific internal organization factors: culture, structure, management support, and organization environment and how they influence employee performance. The study employed a quantitative approach.

1.7.3 Time scope

The sample scope of the study considered all employees drawn from the listed commercial banks in Eastern Uganda between January 2020 and December 2024. This is the period when the employee performance was at its lowest.

1.8 Significance of the Study

This research was expected to generate recommendations that were key to both practice and managerial policy within the banking industry. The findings are expected to enhance the decision-making among banking industry executives on how best to foster performance among their staff through the utilization of various organizational factors. The results are expected to be of significance in both decision-making and policy formulation towards creating a productive work environment within the banking industry. The results will also be key to researchers as a source of literature on factors that affect employee productivity in the banking industry.

1.9 Conceptual Framework

Independent variable

Internal organizational factors

- Organization Support
- Organization structure
- Organization Culture

Dependent variable

Employee performance

- Task accomplishments
- Efficiency
- Task effectiveness
- Quality of work
- Attendance
- Productivity

Figure 1: Conceptual Framework

Source: Swanson & Chermack, (2013) modified by researcher

1.10 OPERATIONAL DEFINITION OF TERMS

Employee performance

This is the successful completion of tasks by individuals as set by either an organization or a supervisor to standards that had been initially defined (Armstrong, 2009).

Management Support

This refers to the various practices of executive management such as designing the roles and responsibility and decision making geared towards enhancing employee productivity (Eisenhardt, 2013)

Organization structure

This involves activities such as supervision, coordination, and allocation of tasks (Yukl, 2008)

Organization culture

Organizational culture refers to the suppositions, convictions, ethics and behavioral expectations shared within organizations that help in shaping employee behaviors (Schein, 2011). Culture is also viewed as a set of acceptable perception, thought, feeling, and behaviors manifested in the group's values, norms, and artefacts

1.11 CHAPTER SUMMARY

This chapter presents the background of internal policies and its effect on employee performance at Centenary bank, Mbale Branch. It also presents the problem statement, research questions to be answered by the study, justification and significance of the study, scope and conceptual framework. Further, the chapter introduces chapter two which reviews the definitions used and literature underpinning the study based on the research questions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on reviewing the literature related to the study constructs. The chapter presents a review of theories that guided the examination of the study variables, an empirical review of previous research studies, and a summary of the research gaps. This chapter further presents a conceptual framework as well as the operationalization of the research variables.

2.2 Theoretical Review

A theory refers to a logical statement or group of statements supported by evidence with the view of explaining an occurrence (Blumberg, Cooper, & Schindler, 2014). A theoretical framework is composed of concepts that are held together by definitions and references in scholarly literature and provide a structure that supports the theory guiding the research study (Creswell, 2014). This study was premised on the contingency theory.

2.2.1 The Contingency Theory

This theory was introduced by Fred Fielder (1967) as the contingency modeling of leadership and was successful in addressing concerns about the trait and behavioral theories and in modeling a way to understand various elements of leadership in an organization.

Advanced by Pike (1986), this theory asserts that the environment within which an organization resides is the main determinant of its actions, policies and objectives. The environment dictates how the firm will organize itself and there is no single best way to manage a firm (Fiedler, 2015). This theory also proposes that all firms have different strategies since no single optimal strategy can work for all companies. Additionally, the theory proposes that leadership behavior is engrained in an individual's nature and, therefore, fixed. The most desirable strategy to be adopted is determined by a set of factors known as contingency factors (Donaldson, 1996). Further, the theory notes that efficient resource allocation is more than instituting proper techniques, technologies and good procedures. It also involves putting great consideration to the context, design and operationalization of the capital budgeting system (Munjuri, 2011). According to Fielder,

the effectiveness of a group in accomplishing a particular task is dependent on the leadership style adopted and the demands of the situation.

Many established authors consider this theory relevant when discussing management and organizational studies (Okello, Kirori, & Ndiao, 2019). The contingency factors that determine an organization's strategies can all be categorized into four main classes including environmental factors, user characteristics, organization attributes and societal variables. These variables determine the organization's reporting system. Proponents of this theory such as Schweikart (1985) note that this theory is valid since all organizations have different performance measuring variables that operate with different rules characterized by the different environments in which they operate. The above factors make this theory important when considering factors such as environmental, societal, user characteristics and their internal attributes during the resource allocation process. This theory is also relevant in that it is instrumental in guiding commercial banks in the development of strategies that are key to ensuring that the banks create and sustain a competitive advantage over their competitors.

This theory is instrumental in this research as it allows for a critical review of key organization determinants that can be of value in determining the level of satisfaction and productivity among employees. This study sought to establish how various organizational factors can act as value aspects and to what degree they can impact the level of employee productivity within the Centenary bank in Eastern Uganda. The theory thus guided the examination of the effect of organization environment, structure, culture and management support as components of the internal environment/the context that may affect employee performance.

2.3 Empirical Review

This study focused on how organizational factors influence employee performance within commercial banks. The review of various empirical studies helped in identifying the various research gaps that have motivated this study.

2.3.1 Organization Structure and Employee Performance

Akhter, Refigure, Rafi, Bane, and Usman (2016) examine how organizational structure relates to firm outcomes in the financial development sector of Pakistan. The study collected research data using convenience sampling from 100 participants by utilizing structured questionnaires. The study employed correlation and regression analysis. Findings reveal that management satisfaction enhanced performance within the firm. The results reveal that organizational

structure has a strong influence on firm outcomes. The study indicates that coordination and control are critical to improved firm performance. The study fails to examine employee performance, which is the aim of this study.

Malik (2017) examined the association between organizational structure and employee performance, focusing on Nigeria's breweries. A descriptive survey design was used and questionnaires were the main data collection tools. The findings indicate that the adoption of hierarchical structure positively influenced employee performance. The study notes that internal and external boundaries, as well as formalization, positively influenced employee performance. The study indicates that designing appropriate structures are key to improving productivity among employees. The study focuses on brewing firms while this current study examines performance in commercial banks particularly centenary bank in Eastern Uganda.

Chee (2016) examined the association between firm structure and strategy within Kenyan banking sector. The study utilized a mixed research methodology with questionnaires and interview schedules being utilized in the study. The findings reveal that strategy and structure are interrelated and are key components of instituting change within commercial banks. The study notes that banks which lack adequate adaptive mechanisms to cope with changes in their environment are likely to underperform and fail to realize their main objectives. Further, the study determined that employee retention was also low for such firms. However, how organizational structure impacts employee performance was not explored. This study will explore this gap.

Omondi, Rotech, Kat use, and Semaj (2017) assessed how organizational structure impacts outcomes at Kenyan banks. A social survey methodology was used, and questionnaires were the main data collection tools. The study notes that most commercial banks have implemented centralization, formalization, and flexibility within the firm. The study did not find a significant relationship between organizational structure and bank outcomes. The study notes that continuous training, growing internal capability, and knowledge sharing and utilization within the firm enhances the performance of banks. The study fails to examine how organizational factors such as culture and managerial support influence employee performance.

Thumbi and Ragui (2019) analyzed the association between environmental factors and bank results, employing a descriptive research design that assessed all registered banks in the country. The research utilized questionnaires to collect research data. Organizational structure

was determined to significantly influence bank results. The study notes locus of decision making, internal and external boundaries, nature of formalization, and hierarchical layers were key to improved performance within banks. The study only considered the overall results as opposed to focusing on employee performance of commercial banks.

2.3.2. Management Support and Employee Performance

Attar and Shah (2015) investigated how training impacts employee performance in Karachi's banking sector. The study employed a mix of literature review and primary research data in the examination. The results of the analysis indicate that employee training influenced teamwork and integrity within commercial banks.

The study indicates that employee training significantly improved performance among staff in commercial banks. The research notes that technical knowledge and worker responsibility was fostered through undertaking employee training. The study only focused on training among employees, while this research sought to examine how organizational factors influence employee productivity in commercial banks.

Afrox (2018) research examined how training impacts employee output among banks in Tangail Bangladesh. The study employed a descriptive survey design and collected data using questionnaires. The study utilized t-tests and correlation analysis. The findings show that training among employees, employee engagement practices, and adoption of motivation factors influenced employee performance positively. The study notes that improving employee satisfaction by involving them decision making and professional development programs enhanced their performance. The study focuses only on training while this study examined how other management practices, such as performance management, affected employee performance.

Fayola, Osibanjo, and Ojo (2014) assessed how training and development impacts employee attitude and output within Nigerian banks. Employing a descriptive research methodology, data was collected with the use of questionnaires. Findings showed that training and development strategies were integral in enhancing employee outcomes. The study indicates that developing new ideas among the staff by the management is critical to improving productivity and retaining employees within the firm. The study, however, does not take into consideration how other organizational factors, such as structure and culture, influence employee performance.

In a study in Uganda, Arianne (2015) examined how organizational factors affect employee performance at Makerere University. The study relied on a descriptive survey design targeting 109 staff members within the university. Descriptive and inferential analysis techniques were

adopted. Findings showed that organizational culture, organization communication positively influenced employee performance. The study notes that commitment to the organization does not significantly influence employee performance. The study was limited to Universities, while the current study analyses employee performance in commercial banks in Eastern Uganda

Anyang (2015) analyzed the impact of leadership characteristics on employee output at the Bank of Africa, Kenya. A survey research design was applied, with questionnaires and interview schedules being adopted to collect data. Descriptive statistics and inferential analysis methods revealed that transformation and transactional styles were highly utilized within commercial banks. The study notes both styles improved employee performance. The research indicates that intellectual stimulation and contingent rewards had an insignificant relationship to employee performance. The study notes that improved supervision and delegation of duty are critical to enhancing employee performance. The study, however, does not examine how culture and structure influence employee performance.

Wambua (2016) assessed the impact of human resource management practices on employee performance in Nairobi banks. A descriptive research design was applied and questionnaires used to collect data. The results indicate that rewards management, training, and development practices, as well as employee involvement, influence employee performance. The study notes that it is paramount that banks design better performance appraisal schemes and offer timely and relevant information since these are key to improving employee performance. The study fails to examine if the organization's environment and structure influences employee performance in commercial banks particularly Centenary bank in Eastern Ugandan.

2.3.3 Organization Culture and Employee Performance

Hafiz (2017) analyzed how organizational commitment relates to employee outcomes using evidence from banks in Lahore. A survey research design was used, with data being collected using questionnaires from public and private commercial banks. The findings show that affective, normative, and continual commitment among the employees was critical to the performance of commercial bank staff. This study only considered commercial banks in Pakistan, while the current study examines how organizational factors influence employee performance in Eastern Uganda.

Bellies, Koustelios, Vairaktarakis, and Sdrolias (2015) research focused on the link between organizational culture and satisfaction within Greek banks. The research utilized a survey

research design with hierarchical regression utilized in the analysis. The findings of the study indicate that organizational culture positively predicts employee's job satisfaction. The results reveal that adhocracy and hierarchy culture influences job satisfaction. The study notes that teamwork, shared values, and communication improved job satisfaction. The study focuses on satisfaction among bank employees while this study analyses employee performance.

Madueke and Emerole (2017) investigated the impact of organizational culture on employee retention in banks operating in Anambra State. A descriptive survey design was used, with the Pearson Moment correlation coefficient. The study collected research data from 35 commercial banks in Nigeria.

The findings indicate that generational capability, innovative culture, and risk-taking were integral in enhancing employee commitment. The research notes that maintaining a collaborative environment and building key competencies within the organization support better retention levels in commercial banks. The study, however, fails to examine employee performance in Eastern Uganda

Odhiambo, Ruto, Mutunga, and Kundu (2016) assessed how organizational culture impacts employee output at NCBA Bank Limited, Eastern Uganda. The study adopted a descriptive survey design focusing on 1,164 bank staff in NCBA Bank. The research relied on descriptive and inferential analysis. The findings show that beliefs and values, rules and policies, and management behaviour influenced employee performance. The study notes that employees attend to their duties and are more committed to the organization if the shared beliefs support their ideal notions. The study fails to take into consideration other factors such as structure and the environmental influence on employee performance. The study also takes into consideration only one bank which may not represent the performance in Tier-1 banks.

Langat and Lagat (2017) focused on a review of how organizational ownership and culture influence the performance of employees in Eastern Uganda's banks. This study employed an explanatory research design, with 12 commercial banks being considered in the research. Descriptive and inferential analysis techniques were used in the analysis. It was revealed that involvement culture, consistency culture had a positive effect on employee performance within commercial banks. Delegation of authority, increased involvement, shared values, ethical codes, and management practices were integral in expanding employee performance. This

study in extension, examine how organizational structure and factors influence employee performance.

Mwashighadi and Kising'u (2017) assessed the impact of organizational culture on the performance of Eastern Ugandan banks. The study utilized both quantitative and qualitative research data. The study concludes that the organization should be supportive and compatible are key to fostering performance. The study also notes that implementing an elaborate market culture, clan culture, and hierarchical culture significantly improves bank performance. The study focuses on bank performance, while this examination is limited to employee performance in banks.

2.4 Summary of Literature and Research Gaps

The review of empirical studies indicates a number of research gaps that have motivated this study. The gaps range from

- i. Variables gaps as in Agbozo, et.al. (2017) who failed to consider the impact of organizational structure on employee performance. Which this study intended to address.
- ii. Institutional gaps as in Malik (2017) who focused on breweries while this study focuses on commercial banks, Mwashighadi and Kising'u (2017) assessed overall bank performance, Omondi, et.al. (2017) only assessed the impact of organization structure on performance while Samson, Waiganjo, and Koima (2015) failed to assess the impact of management support. Wambua's research, organization structure was not explored too. The research intends to fill the above gaps.
- iii. Geographical gaps where Madueke and Emerole (2017) investigated the impact of organizational culture on employee retention in banks operating in Anambra State whereas this study was conducted in Eastern region of Uganda.
- iv. Time gap where in the literature reviewed, the studies were done more than 3years ago.

2.5 Chapter summary.

This chapter consists of the literature and empirical review. It presented the theoretical literature review of the contingency theory, and the empirical review of studies on organization environment, organization structure, management support, and organization culture and employee performance. The chapter then presented the summary of literature and research gaps.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented the various components of the research methodology that was applied to solving the research problem. The chapter specifically presented a review of the philosophical paradigm, research design, study population, sampling design, data collection instruments, and procedures. This study also presented the research quality and the data analysis and presentation techniques, concluding with the followed ethical guidelines.

3.2 Research Design

The study used descriptive research design. Descriptive study involves finding out who, what, where and how much of a phenomenon, which is the concern of the study (Sekaran, 2011) observes that the goal of descriptive research is to offer the researcher a profile or describe pertinent features of the phenomena in question from the person, organization, business or other perspective. Descriptive research design is suitable when the objective is to establish the extent of the relatedness of the variables (Elahi & Dehdashti, 2011). This study adopted a descriptive research design since it helps to understand the characteristics of a group in a particular situation, to aid in making certain decisions (Abok, 2015). This design was therefore in line with the philosophical direction and scope of the study. It is probable that this design will support the study's desired objectivity and allow the logistical flexibility essential for data collection and data analysis (Blumberg et al., 2014). Both quantitative and qualitative approaches were used in the study

3.2.1 Area of study

The study was carried out at centenary bank, Mbale branch in Eastern Uganda

3.3 Population and Sampling

3.3.1 Target Population

According to Blumberg, Cooper, and Schindler (2014), a population refers to the sum of all elements which we shall make some inferences (see also Cooper & Schindler, 2008). This study's population was all the staff members attached to Centenary Bank of Eastern Uganda. The study considered participants drawn from all the areas of operation of centenary bank,

Mbale branch. The selection of the unit of observations across different categories offers knowledge on how the various internal organizational factors affect employee performance across different categories. These were selected for their knowledge of internal organizational factors and how they affect employee performance.

The top management were selected because they make the policies within Centenary Bank, the Human Resource team was selected for their role in recruitment which shapes the culture within the organization. The Middle level managers were chosen because they are the link between the top level and the lower level and the lower level was selected because they are directly responsible for implementing the policies. The population of study comprised of 75 staff of Centenary Bank Mbale Branch as shown on the table below.

Table 1: Centenary bank in Eastern Uganda Population of study and Sample Size

Category	Population	Sample size	Sample technique
Top management	25	16	Simple Random
Human Resource	5	5	Purposive sampling
Middle level	35	32	Simple Random
Lower level	10	10	Purposive sampling
Total	75	63	

Source: Centenary Bank 2024

3.3.2 Sampling Design and Sample Size

Sampling involves the selection of a smaller number of individuals from the main population as a representative of the larger population (Cooper & Schindler, 2008). It involves the researcher securing a representative group that enables the gathering of information about the population. The selection of a sample is important to all studies (Ogula, 2005). The sampling frame consists of the members of the population that will be accessed (Gall, Gall, & Borg, 2007). Blumberg, Cooper, and Schindler (2014) note that a sample is a subsection of the population that has been selected to represent the population's characteristics.

The sample respondents for the study were 63 respondents were selected from the total population of 75 targeted population. The study participants were apportioned across Centenary bank, Mbale branch employees. The research utilized simple random sampling and purposive sampling in selecting the participants. This ensured there is equal representation across the study participants as apportioned in the table above.

3.4.0 Data Collection methods and Instruments

The primary data collection methods used during data collection were questionnaire and interviews.

3.4.1 Questionnaires

Primary data was collected using structured questionnaires. They were developed in line with the empirical literature. The researcher employed the drop and pick method when collecting this data since it is the most favored method of data collection in studies involving business and social studies (Field, 2009). The questionnaire was presented in two parts, with the first section consisting of demographic data, and the second collecting data according to the research questions. A five-point Likert scale was in measuring the respondents' sentiments. The study developed the questionnaire through revision of previous empirical studies which informed on the set-up of questions on each of the study variable.

3.4.2 Interview guide

A key informant interview was adopted because of its ability to structure conversations with the respondents who had specialised knowledge about the topic of study. The researcher had a face-to-face interview with respondents of whom all were from the senior level of management. These were interviewed on aspects of organization culture, organization structure, and management support in relation to employee performance of centenary bank, Mbale branch. The study preferred to use face-to-face interviews because people tend to share a lot more information when someone is asking the questions in person; and because it is much easier to ask a follow-up question and get examples to support what people are saying. This method therefore helped in exploring the subject in depth and resulted in the discovery of the information that otherwise would not be revealed by the questionnaire. Key information from this interview method helped in redefining data whose findings clarified the quantitative research findings.

3.5 Data Collection Procedures

Development of the questionnaire adhered to the study objectives. The collection of data was done using the drop and pick method of administering a structured questionnaire to the research participants. The research ensured that all the research assistants involved in the data collection process are briefed on the main study objectives. The researcher made certain that all the ethical guidelines were observed in the course of the study.

3.6 Research Quality

Research quality was assured through pilot testing. Pilot testing is a study done prior to embarking on the main study to enhance the validity and reliability of the data collection tools (Field, 2009). The pilot test involved 10% (n=39) of the study population. These were excluded from the main research.

3.6.1 Reliability Tests of Research Instrument

Reliability is the consistency of a set of measurement items (Wilcox, Gallagher, Boden-Albala, Bakken, 2012). Reliability refers to the degree to which a research instrument will produce consistent results after repeated trials in different environments (Lee & Lings, 2008). The researcher conducted a Cronbach Alpha test with all indicators with a Cronbach of 0.7 and above being selected for the research. The study also conducted a pre-test of the instrument among 19 bank employees who were selected randomly from Centenary Bank, Kapchorwa Branch. The data from the pilot was used to tests for the reliability scores. The findings indicated the following Cronbach scores; organization structure ($\alpha = .778$), management support ($\alpha = .810$), organization culture ($\alpha = .910$), and employee performance ($\alpha = .880$). The results showed that the variables met the standard threshold of internal consistency hence were adopted in the study.

3.6.2 Validity Tests of Research Instrument

Field (2009) asserts that validity measures the accuracy and meaningfulness of inferences depending on the findings. It is the degree to which the results refer to the research questions. It is the degree to which the research instrument measures what it was constituted to measure. Validity testing involved the help of an expert on the field. The supervisor was also key when analyzing the contents of the questionnaires. This was aimed at addressing the face and content validity concerns relating to the questionnaire.

3.7 Data Analysis and Presentation

Data analysis is an exploration method for the goal, efficient, and subjective portrayal of the show substance of a correspondence (Cooper & Schindler, 2008). The collected data was input into SPSS 23 for coding and analysis. SPSS provided frequencies, descriptive, and ordinary least squares regressions which were used to derive conclusions and generalizations about the study population. Prior to conducting regression analysis, the study conducted the diagnostic tests based on collinearity tests, heteroscedasticity and normality tests.

The descriptive statistics was frequencies, mean scores, and standard deviation. The inferential statistics was the correlation analysis, and regression analysis. The calculated F statistic was compared with the tabulated f statistic. A critical p-value of 0.05 was employed in the determination of the significance of the overall model. The individual regression coefficients were checked to see whether the independent variables significantly affected employee performance.

3.8 Measurement of variables

Description	Mean range	Scale	Interpretation
Strongly Agree (SA)	4.10-5.00	5	Very high/very satisfactory
Agree (A)	3.10-4.10	4	High/satisfactory
Uncertain (U)	2.10-3.10	3	Moderate/Moderate
Disagree (D)	1.10-2.10	2	Low/Unsatisfactory
Strongly Disagree (SD)	0.00-1.10	1	Very low/Very unsatisfactory

SA stands Strongly Agree and = 5, A stands for Agree and is = 4, U stands for Uncertain and is = 3, D stands for Disagree and is = 2 while SD stands for Disagree and is = 1.

3.9 Ethical Considerations

The research employed high standards of ethics, observing confidentiality, anonymity, and privacy. Consent was sought before approaching the respondents and they were informed that their participation in the research was optional and that they were allowed to withdraw from answering questions if they felt uncomfortable. Personalized information like name and respondent's telephone and email contacts were not required in the questionnaires to promote anonymity. In addition, the researcher sought permission from the Department of Business Uganda Christian University, Mbale University College. The respondents were also assured that the study would only be used for academic purposes.

3.10-chapter summary

In preparation for chapters four, five and six, this chapter presented the research design, area of study, population and sample size of the study, sampling techniques, data collection methods, data sources, instruments of data collection, data analysis, data management, data analysis and ethical considerations

CHAPTER FOUR

PRESENTATION OF RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the data collected, the findings of the study and a discussion of the results arranged with regard to the objectives of the study. The study sought to investigate the effect of Internal organizational factors on Employee performance at centenary bank, Mbale branch. Both the descriptive and the inferential statistical findings presented in form of Tables and graphs are given in this chapter. The key variables are: organization culture, organization structure and management support

4.2 Response Rate

The researcher administered 63 questionnaires to centenary bank staff. Out of the 63 questionnaires, 51 were appropriately filled and returned, representing 81% response rate. The 81 percent response rate was deemed substantial to do the analysis of the data collected in this study. This implied that information obtained was adequate for analysis and inference.

4.3 Demographic Characteristics of Respondents

4.3.1 Age Distribution

Table 2: Age Bracket of Respondents

Category	Frequency	Percentage
Under 20	1	2.0
21–30	25	49.0
31–40	18	35.3
41–50	4	7.8
51–60	3	5.9
Total	51	100.0

Source; field data (2024)

Findings indicate that there were 25(49.0%) respondents aged between 21-30 years old; followed by 18 (35.3%) participants between the ages of 31-40; 4 (7.8 %) respondents aged 41-50 and 3 (5.9%) respondents aged 51-60. Participants aged under 20 were least represented by 1 (2.0%), as shown in Table 4.1. This is a relatively young group of employees working for

centenary bank. The implication is that it might be difficult to retain such young employees. This is because young employees are more likely to shift jobs compared to older employees. This means that the management of centenary bank may need to find ways of ensuring that the young employees do not leave. The use of internal policies maybe a solution to ensuring better employee performance, especially among young employees.

4.3.2 Gender of Respondents

Table 3: Gender of Respondents

Gender	Frequency	Percentage
Male	23	45.1
Female	28	54.9
Total	51	100.0

Source; field data (2024)

The findings in Table 4.2 revealed that 54.9 percent were female while male respondents constituted 45.1 percent. The findings indicated that there were more women working for the centenary bank, Mbale Branch than men. The Table above indicates that women employees are slightly more than male employees of centenary bank Mbale Branch. However, the difference in gender composition is small and is not expected to have any effect on the study subject matter.

4.3.3 Years of Service

Table 4: Distribution of Years of service at centenary Bank, Mbale Branch

Category	Frequency	Percentage
Below 5	39	76.5
6–10	9	17.6
26–30	3	5.9
Total	51	100.0

Source; field data (2024)

It was established that most of the respondents had worked below five years at the centenary bank (76.5%). Following were participants who had worked at Centenary Bank, Mbale branch for 6 – 10 years (17.6%) and finally those who had worked for 26 - 30 yeas constituting 5.9%. Table 4.3 indicates that majority of employees had worked in centenary Bank for less than five years. This could be attributed to change of centenary bank leadership.

4.4.1 Descriptive Statistics of Employee Performance

To what extent do you agree with the following aspects of Employee Performance in Centenary bank, Mbale branch? (Where: 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=strongly disagree)

STATEMENT		SA	A	NS	D	SD	Mean	Std. Dev.	Comment
Employees are satisfied with their job position and the responsibilities that they perform	Freq	2	9	24	8	8	2.78	1.045	Moderate
	%	3.9	17.6	47.1	15.7	15.7			
Employees in this firm provide efficient services to their customers	Freq	7	13	12	13	6	3.04	1.248	Moderate
	%	13.7	25.5	23.5	25.5	11.8			
Employees have a positive attitude towards their work duties	Freq	1	14	21	9	6	2.90	1.005	Moderate
	%	2.0	27.6	41.2	17.6	11.8			
Employees enjoy performing their duties on a day to day basis within the bank	Freq	3	17	14	9	8	2.96	1.183	Moderate
	%	5.9	33.3	27.5	17.6	15.7			
Employees are comfortable working within the organization for the enforceable future	Freq	2	22	9	4	14	2.88	1.336	Moderate
	%	3.9	43.1	17.6	7.8	27.5			
Employees are able to finish the task assigned within the bank efficiently and on time	Freq	4	21	14	9	3	3.27	1.041	High
	%	7.8	41.2	27.5	17.6	5.9			
Employees make sure they are at workplace on time everyday	Freq	5	23	11	6	6	3.29	1.171	High
	%	9.8	45.1	21.6	11.8	11.8			
Average mean							3.017		Moderate

Source; field data (2024)

Findings on whether employees are satisfied with their job position and the responsibilities that they perform, results in the table above indicate that majority of the respondents 24(47.1%) were not sure with the statement, 9(17.6%) agreed with the statement, 2(3.9%) of the respondents strongly agreed while 8(15.7%) of the respondents disagreed and strongly disagreed with the statement. The mean value of 2.78 moderate means that employees are satisfied with their job position and responsibilities. However, a standard deviation of 1.045 presents a wide variance among the responses. The findings therefore imply that employees in different departments understand what they do.

On finding out whether Employees in this firm provide efficient services to their customers, findings in the table above reveal that 13(25.5%) of the respondents agreed with the statement, 7(13.7%) strongly agreed with the statement, 13(25.5%) disagreed and 6(11.8%) strongly disagreed while 12(23.5%) of the respondents were not sure about the statement. The mean value is 3.04 which indicate moderate agreement a very large extent and the standard deviation is 1.248 which indicates a wide variance in responses. The findings imply that employees do their best in providing services to customers and therefore, this improves on satisfaction and retention.

The study indicated that 14(27.6%) agreed with the statement that employees have a positive attitude towards their work duties, 1(2.0%) strongly agreed with the statement and 21(41.2%) were not sure about the statement while 9(17.6%) and 6(11.8%) of the respondents disagreed and strongly disagreed. The mean score of 2.90 is moderate to signify agreement to some extent that employees have positive attitude towards their work duties and the standard deviation of 1.005 indicates a wide variance among the responses.

On finding out whether the employees enjoy performing their duties on a day to day basis within the bank, results in the table above indicate that 17(33.3%) of the respondents agreed with the statement, 3(5.9%) strongly agreed with the statement and 14(27.5%) of the respondents were not sure about the statement while 9(17.6%) and 8(15.7%) of the respondents disagreed and strongly disagreed. The mean value obtained of 2.96 indicates moderate agreement to some extent and the standard deviation is 1.183 indicates a wide variance in responses. This implies that the employees in the bank are committed to performing their duties diligently.

Findings in the table above indicate that the majority 22(43.1%) of the respondents agreed with the statement that employees are comfortable working within the bank for the enforceable future, 2(3.9%) strongly agreed, 4(7.8%) disagreed and 14(27.5%) strongly disagreed with the statement while 9(17.6%) of the respondents were not sure about the statement. The mean value of 2.88 moderate agreement to some extent and the standard deviation is 1.336 indicates a wide variance in responses. The findings mean that the bank has good working conditions that make employees comfortable.

On finding out whether the employee is able to finish the task assigned within the organization efficiently and on time, results in the table above indicate that 21(41.2%) of the respondents agreed with the statement, 4(7.8%) strongly agreed with the statement and 14(27.5%) of the

respondents were not sure about the statement while 9(17.6%) and 3(5.9%) of the respondents disagreed and strongly disagreed. The mean value obtained of 3.27 indicates high agreement to a larger extent and the standard deviation is 1.041 indicates a wide variance in responses.

Findings in the table above indicate that the majority 23(45.1%) of the respondents agreed with the statement that employees make sure they are at my workplace on time every day, 5(9.3%) strongly agreed, 6(11.8%) disagreed and 6(11.8%) strongly disagreed with the statement while 11(21.6%) of the respondents were not sure about the statement. The mean value of 3.29 is satisfactory to signify agreement to a larger extent and the standard deviation is 1.171 indicates a wide variance in responses.

Descriptive statistics show the overall average mean of 3.017 which shows moderate agreement on employee performance trends in Centenary bank. This implies that there is employee performance in the bank, taking into consideration all the inter-relations among the study variables of employee performance which show agreement among respondents.

In support of the above findings on employee performance, interviews were conducted on key informants and their views were recorded below:

One of the interviewees had this to say: Employees make sure they are at workplace on time everyday 'and that 'Employees are able to finish the task assigned within the bank efficiently and on time.'

However, one of the respondents had a different view: that employees are not well satisfied with their job position and the responsibilities that they perform. This affects the way they deliver their services to the customers.

'Another respondent interviewed had this to say: 'Employees don't have a positive attitude towards their work duties.' This also affects service delivery.

4.4.2 Descriptive statistics on organization structure

To what extent do you agree with the following aspects of Organization structure in Centenary bank, Mbale branch? (Where: 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=strongly disagree)

STATEMENT		SA	A	NS	D	SD	Mean	Std. Dev.	Comment
Employees comfortable with the task allocation given by supervisors within the work place	Freq.	5	13	11	11	11	2.80	1.312	Moderate
	%	9.8	25.5	21.6	21.6	21.6			
Employees are comfortable with the work arrangements conducted by the bank in execution of duties	Freq.	18	24	6	0	3	4.06	1.008	High
	%	35.3	45.0	11.8	0.0	3.9			
Employees are regularly involved in the decision making in the bank	Freq.	5	16	12	10	8	3.00	1.249	Moderate
	%	9.8	31.4	23.5	19.6	15.7			
The organization has put in place a clear chain of command to ensure their voice is heard	Freq.	9	13	15	10	4	3.25	1.197	High
	%	17.6	25.5	29.4	19.6	7.8			
Employees find the formalization in the bank pleasant for execution of duties	Freq.	5	7	14	14	11	2.63	1.248	Moderate
	%	9.8	13.7	27.3	27.3	21.6			
The coordination mechanisms in the bank are supportive of employee efforts	Freq.	24	21	4	0	2	4.27	.918	Very high
	%	47.1	41.2	7.8	0.0	3.9			
Employees are regularly involved in setting the goals of the bank	Freq.	13	24	5	5	4	3.73	1.185	High
	%	25.5	47.1	9.8	9.8	7.8			
Average mean								3.39	High

Source; field data (2024)

Findings on whether employees are comfortable with the task allocation given by their supervisors within the work place, results in the table above indicate that majority of the respondents 13(25.5%) agreed with the statement, 5(9.8%) strongly agreed with the statement, 11(21.6%) of the respondents were not sure while 11(21.6%) of the respondents disagreed and strongly disagreed with the statement respectively. The mean value of 2.80 means a moderate agreement that employees are comfortable with tasks allocated to them by their supervisor. However, a standard deviation of 1.312 presents a wide variance among the responses.

On finding out whether employees are comfortable with the work arrangements conducted by the organization in execution of duties, findings in the table above reveal that 24(45.0%) of the respondents agreed with the statement, 18(35.3%) strongly agreed with the statement, and 3(5.9%) strongly disagreed while 6(11.8%) of the respondents were not sure about the statement. The average mean value is 4.06 which indicate satisfactory agreement to a large extent and the standard deviation is 1.008 which indicates a wide variance in responses. The findings imply that employees are comfortable with the work arrangements conducted by the organization in execution of duties.

The study indicated that 16(31.4%) agreed with the statement that employees regularly are involved in the decision making within the organization, 5(9.8%) strongly agreed with the statement and 12(23.5%) were not sure about the statement while 10(19.6%) and 8(15.7%) of the respondents disagreed and strongly disagreed. The mean score of 3.00 show moderate agreement to signify that employees are regularly involved in the decision making within the organization and the standard deviation of 1.249 indicates a wide variance among the responses.

On finding out whether the organization has put in place a clear chain of command to ensure my voice is heard, results in the table above indicate that 13(25.5%) of the respondents agreed with the statement, 9(17.6%) strongly agreed with the statement and 15(29.4%) of the respondents were not sure about the statement while 10(19.6%) and 4(7.8%) of the respondents disagreed and strongly disagreed. The mean value obtained of 3.25 indicates satisfactory agreement and the standard deviation is 1.197 indicates a wide variance in responses.

Findings in the table above indicate that 7(13.7%) of the respondents agreed with the statement that employees find the formalization put in place within the organization pleasant for execution of duties, 5(9.8%) strongly agreed, 14(27.3%) disagreed and 11(21.6%) strongly disagreed with the statement while 14(27.3%) of the respondents were not sure about the statement. The mean value of 2.63 moderate agreement to a small extent and the standard deviation is 1.248 indicates a wide variance in responses.

On finding out whether the coordination mechanisms put in place within the organization are supportive of employee efforts, results in the table above indicate that 21(41.2%) of the respondents agreed with the statement, 24(47.1%) strongly agreed with the statement and 4(7.8%) of the respondents were not sure about the statement while 2(3.9%) of the respondents

strongly disagreed. The mean value obtained of 4.27 indicates very satisfactory agreement and the standard deviation is 0.918 indicates a low variance in responses.

Findings in the table above indicate that the majority 24(47.1%) of the respondents agreed with the statement that employees are regularly involved in setting the goals of the Organization, 13(25.5%) strongly agreed, 5(9.8%) disagreed and 4(7.8%) strongly disagreed with the statement while 5(9.8%) of the respondents were not sure about the statement. The mean value of 3.73 signifies satisfactory agreement to a small extent and the standard deviation is 1.185 indicates a wide variance in responses.

Descriptive statistics show the overall average mean of 3.39 which shows satisfactory agreement on organization structure in promoting employee performance in Centenary bank. This implies that organization structure as an internal policy affects the employee performance, taking into consideration all the inter-relations among its study variables which show agreement among respondents

In support of the above findings on organization structure, interviews were conducted on key informants and their views were recorded below:

One the interviewees had this to say: 'The coordination mechanisms in the bank are very supportive of employee efforts. They enable employees to discharge their duties with a lot of easy. This space has proved useful as it allows staff to contribute to critical organizational issues. In addition, roles and responsibilities are clarified which has limited close supervision of employees by their supervisors.'

However, one of the interviewees responded that: 'Employees find the formalization in the bank not very pleasant for execution of duties. This not allow staff to contribute to critical organizational issues. In addition, roles and responsibilities are clarified which has limited close supervision of employees by their supervisors.'

4.4.3 Descriptive statistics on management support

To what extent do you agree with the following aspects of management support in Centenary bank, Mbale branch? (Where: 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=strongly disagree)

STATEMENT		SA	A	NS	D	SD	Mean	Std. Dev.	Comment
Employees feel appreciated by the management in the execution of duties	Freq	5	30	5	5	6	3.45	1.172	Satisfactory
	%	9.8	58.8	9.8	9.8	11.8			
Employees have been accorded career progression opportunities within the bank	Freq	3	1	11	17	19	2.06	1.103	Moderate
	%	5.9	2.0	21.6	33.3	37.3			
Employees are comfortable with the performance management systems in the bank	Freq	6	14	8	11	12	2.82	1.381	Moderate
	%	11.8	27.5	15.7	21.6	23.5			
Employees enjoy fringe benefits by in place by the organization	Freq	2	25	9	3	12	3.04	1.296	Moderate
	%	3.9	49.0	17.6	5.9	23.5			
The organization has put in place a rewards and recognition system to appreciate the employees	Freq	2	15	15	10	9	2.82	1.161	Moderate
	%	3.9	29.4	29.4	19.6	17.6			
The organization regularly conducts seminars and training workshops within the organization	Freq	2	22	9	4	14	2.88	1.336	Moderate
	%	3.9	41.1	17.6	7.8	27.5			
The bank provides regular opportunities for Job enrichment	Freq	23	5	6	6	11	3.45	1.653	Satisfactory
	%	45.1	9.8	11.8	11.8	21.6			
The management within the bank regularly delegates duties to junior staff members	Freq	26	16	4	4	1	4.20	1.030	Very Satisfactory
	%	51	31.4	7.8	7.8	2.0			
Average mean							3.09		Moderate

Source; field data (2024)

Findings on whether employees feel appreciated by the management in the execution of their duties, results in the table above indicate that majority of the respondents 30(58.8%) agreed with the statement, 5(9.8%) strongly agreed with the statement, 5(9.8%) of the respondents were not sure while 5(9.8%) and 6(11.8%) of the respondents disagreed and strongly disagreed with the statement respectively. The mean value of 3.45 show satisfactory agreement that

employees feel appreciated by the management in the execution of their duties. However, a standard deviation of 1.172 presents a wide variance among the responses.

On finding out whether employees have been accorded career progression opportunities within the organization, findings in the table above reveal that majority 19(37.3%) of the respondents strongly disagreed with the statement, 17(33.3%) disagreed with the statement, 3(5.9%) strongly agreed and 1(2.0%) agreed while 11(21.6%) of the respondents were not sure about the statement. The average mean value is 2.06 which indicate moderate agreement and the standard deviation is 1.103 which indicates a wide variance in responses.

The study indicated that 14(27.5%) agreed with the statement that employees are comfortable with the performance management systems put in place within the firms, 6(11.8%) strongly agreed with the statement and 8(15.7%) were not sure about the statement while 11(21.6%) and 12(23.5%) of the respondents disagreed and strongly disagreed. The mean score of 2.82 is moderate to signify that employees are comfortable with the performance management systems put in place within the firms and the standard deviation of 1.381 indicates a wide variance among the responses.

On finding out whether employees enjoy fringe benefits put in place by the organization, results in the table above indicate that 13(25.5%) of the respondents agreed with the statement, 9(17.6%) strongly agreed with the statement and 15(29.4%) of the respondents were not sure about the statement while 10(19.6%) and 4(7.8%) of the respondents disagreed and strongly disagreed. The mean value obtained of 3.04 indicates moderate agreement and the standard deviation is 1.296 indicates a wide variance in responses.

Findings in the table above indicate that 25(49.0%) of the respondents agreed with the statement that the organization has put in place a rewards and recognition system to appreciate the employees, 2(3.9%) strongly agreed, 3(5.9%) disagreed and 12(23.5%) strongly disagreed with the statement while 9(17.6%) of the respondents were not sure about the statement. The mean value of 2.82 signifies moderate agreement and the standard deviation is 1.161 indicates a wide variance in responses.

On finding out whether the organization regularly conducts seminars and training workshops within the organization, results in the table above indicate that 15(29.4%) of the respondents agreed with the statement, 2(3.9%) strongly agreed with the statement and 15(29.4%) of the respondents were not sure about the statement while 10(19.6%) and 9(17.6%) of the

respondents disagreed and strongly disagreed. The mean value obtained of 2.88 indicates moderate agreement and the standard deviation is 1.336 indicates a wide variance in responses.

Findings in the table above indicate that the majority 22(41.1%) of the respondents agreed with the statement that the bank provides regular opportunities for Job enrichment, 2(3.9%) strongly agreed, 4(7.8%) disagreed and 14(27.5%) strongly disagreed with the statement while 9(17.6%) of the respondents were not sure about the statement. The mean value of 3.45 signifies satisfactory agreement to a small extent and the standard deviation is 1.653 indicates a wide variance in responses.

Findings in the table above indicate that the majority 23(45.1%) of the respondents strongly agreed with the statement that the management within the organization regularly delegates duties to junior staff members, 5(9.8%) agreed, 6(11.8%) disagreed and 11(21.6%) strongly disagreed with the statement while 6(11.8%) of the respondents were not sure about the statement. The mean value of 4.20 signifies very satisfactory agreement and the standard deviation is 1.030 indicates a wide variance in responses

Descriptive statistics show the overall average mean of 3.09 which shows moderate agreement on management support in promoting employee performance in Centenary bank. This implies that management support as an internal policy affects the employee performance, taking into consideration all the inter-relations among its study variables which show agreement among respondents.

In support of the above findings on management support, interviews were conducted on key informants and their views were recorded below:

One of the interviewees when asked during the interviews whether centenary bank rewards hard work, this is what he had to say: "Centenary bank recognizes the employees' contributions for example, upon retirement, a retiring male employees are given household as rewards for their contributions during their term of service at the bank. "He went on to say that: "however, the kind of retirement package given is not sufficient for employees. For example, an employee who has been in a management position, driving a company vehicle during their term of office may not appreciate a household items given to them as a retirement package."

However, during the interviews held, a key informant opined that: 'not many of the employees have been accorded career progression opportunities within the bank but the bank provides regular opportunities for Job enrichment and that they have planned for it well in advance.'

4.4.4 Descriptive statistics on organization culture

To what extent do you agree with the following aspects of organization Culture at Centenary bank, Mbale branch? (Where: 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=strongly disagree)

STATEMENT		SA	A	NS	D	SD	Mean	Std. Dev.	Comment
Employees are aware of the vision being pursued by the organization	Freq	4	31	9	3	4	3.55	1.006	Satisfactory
	%	7.8	60.8	17.6	5.9	7.8			
The organization has put in place an elaborate communication system	Freq	26	16	4	4	1	4.22	1.026	Very Satisfactory
	%	51	31.4	7.8	7.8	2.0			
The organization has detailed policies in place to guide workplace behaviours among employees	Freq	4	13	14	12	8	2.86	1.200	Moderate
	%	7.8	25.5	27.5	23.5	15.7			
The employees are aware of the shared values and beliefs within the organization	Freq	6	14	9	16	6	2.96	1.248	Moderate
		11.8	27.5	17.6	31.4	11.8			
There are elaborate systems in place to ensure dynamism and adaptability in the firm	Freq	5	22	8	8	8	3.16	1.271	Satisfactory
	%	9.8	41.3	15.7	15.7	15.7			
Average mean							3.35		Satisfactory

Source; field data (2024)

Findings on employees are aware of the vision being pursued by the organization, results in the table above indicate that majority of the respondents 31(60.8%) agreed with the statement, 4(7.8%) strongly agreed with the statement, 9(17.6%) of the respondents were not sure while 3(5.9%) and 4(7.8%) of the respondents disagreed and strongly disagreed with the statement. The mean value of 3.55 means satisfactory agreement. However, a standard deviation of 1.006 presents a wide variance among the responses. The findings therefore imply that employees are aware of the bank vision.

Findings in the table above also reveal that 16(31.4%) of the respondents agreed with the statement that the bank has put in place an elaborate communication system, 26(51.0%) strongly agreed with the statement, 4(7.8%) disagreed and 1(2.0%) strongly disagreed while 4(7.8%) of the respondents were not sure about the statement. The average mean value is 4.22 very satisfactory which indicate agreement a very large extent and the standard deviation is

1.026 which indicates a wide variance in responses. The findings imply that bank has in place an elaborate communication system to ensure smooth flow of information.

The study indicated that 13(25.5%) agreed with the statement that the bank has detailed policies in place to guide workplace behaviours among employees, 4(7.8%) strongly agreed with the statement and 14(27.5%) were not sure about the statement while 12(23.5%) and 8(15.7%) of the respondents disagreed and strongly disagreed. The mean score of 2.86 is Moderate to signify that the bank has detailed policies that guide employees and the standard deviation of 1.200 indicates a wide variance among the responses. The findings imply that bank has ethical code of conduct stipulated by the policies.

On finding out whether the employees are aware of the shared values and beliefs of the bank, results in the table above indicate that 14(27.5%) of the respondents agreed with the statement, 6(11.8%) strongly agreed with the statement and 9(17.6%) of the respondents were not sure about the statement while 16(31.4%) and 6(11.8%) of the respondents disagreed and strongly disagreed. The mean value obtained of 2.96 indicates moderate agreement to some extent and the standard deviation is 1.248 indicates a wide variance in responses.

Findings in the table above indicate that the majority 22(43.1%) of the respondents agreed with the statement that there are elaborate systems in place to ensure dynamism and adaptability in the firm, 5(9.8%) strongly agreed, 8(15.7%) disagreed and 8(15.7%) strongly disagreed with the statement while 8(15.7%) of the respondents were not sure about the statement. The mean value of 3.16 signifies satisfactory agreement and the standard deviation is 1.271 indicates a wide variance in responses.

Descriptive statistics show the overall average mean of 3.35 which shows satisfactory agreement on organization culture in promoting employee performance in Centenary bank. This implies that organization culture as an internal policy affects the employee performance, taking into consideration all the inter-relations among its study variables which show agreement among respondents.

In support of the above findings on organization culture, interviews were conducted on key informants and their views were recorded below:

In supplement to this finding, one of key informants during interviews asserted that: One of centenary bank core values is teamwork which the organization encourages as well as upholds. Employees, by mandate, are expected to adhere to some of these core values. Other core values

include integrity, respect, accountability, and transparency. However the key informant was not sure if all employees are aware of shared values and beliefs within the organization

During the interview a senior staff said that: “My organisation has put in place well-functioning communication systems” The interviewee went on to say: Information is disseminated through reports, letters and noticeboards Most staff get access to these ways of dissemination but sometimes others get it late especially the noticeboards and letters because they take late to check the registry and the notice boards.

4.5 Linear Regression Statistics

4.5.1 The effect of Organization structure on Employee performance

In a bid to establish the effect of organization structure on Employee performance, a linear regression model was run and the results were presented in table below.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.982 ^a	.964	.964	.21008

a. Predictors: (Constant), Organizational structure

Source: field data (2024)

Analysis in the table above reveals a coefficient of determination, R Square = 0.964 (0.964*100 = 96.4%) which indicates strong positive effect of organization structure on employee performance in Centenary bank. Hence the coefficient of determination (R Square) indicates a good employee performance as a result of organization structure. In order to explain the percentage of variation in the dependent variable (employee performance) as explained by the independent variables, the findings reveal that the independent variables (Organization structure) contributed to 96.4% of the variation in employee performance as explained by R square of .964 which shows that the model is the good prediction. It further reveals that organization structure explains 0.964 or 96.4 percent of the employee performance while 3. 6 percent is explained by other factors beyond organization structure.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.345	.097		-3.560	.001
1 Organization structure	.992	.027	.982	36.456	.000

a. Dependent Variable: Employee performance

Significance test was conducted at 5% level of significance. The significance of organization structure had p value (p=0.000) which is less than 0.05. The beta coefficient 0.982 is positive. Based on this finding, it can be deduced that organization structure significantly affected employee performance. This showed that organization structure is a good predictor of employee performance. It can further be deduced that organization structure had positive and significant effect on employee performance in Centenary bank.

4.5.2 The effect of management support on Employee performance

In a bid to establish the effect of management support on Employee performance, a linear regression model was run and the results were presented in table below.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.992 ^a	.985	.984	.13808

a. Predictors: (Constant), Management support

Analysis in the table above reveals a coefficient of determination, R Square = 0.985 (0.985*100 = 98.5%) which indicates strong positive effect of Management support on employee performance in Centenary bank. Hence the coefficient of determination (R Square) indicates a good employee performance as a result of management support. In order to explain the percentage of variation in the dependent variable (employee performance) as explained by the independent variables, the findings reveal that the independent variables (Management support) contributed to 98.5% of the variation in employee performance as explained by R square of .985 which shows that the model is the good prediction. It further reveals that management support explains 0.985 or 98.5 percent of the employee performance while 1. 5 percent is explained by other factors beyond management support.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.187	.054		3.454	.001
1 Management support	.916	.016	.992	56.044	.000

a. Dependent Variable: Employee performance

The significance of management support had p value (p=0.000) which is less than 0.05. The beta coefficient 0.992 is positive. Based on this finding, it can be deduced that management support significantly affected employee performance. This showed that management support is a good predictor of employee performance. It can further be deduced that management support had positive and significant effect on employee performance in Centenary bank.

4.5.3 The effect of Organization culture on Employee performance

In a bid to establish the effect of organization culture on Employee performance, a linear regression model was run and the results were presented in table below.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986 ^a	.973	.972	.18344

a. Predictors: (Constant), Organization culture

Results above reveal a coefficient of determination, R Square = 0.973 (0.973*100 = 97.3%) which indicates strong positive effect of organization culture on employee performance in Centenary bank. Hence the coefficient of determination (R Square) indicates a good employee performance as a result of organization culture. In order to explain the percentage of variation in the dependent variable (employee performance) as explained by the independent variables, the findings reveal that the independent variables (organization culture) contributed to 97.3% of the variation in employee performance as explained by R square of .973 which shows that the model is the good prediction. It further reveals that organization culture explains 0.973 or 97.3 percent of the employee performance while 2.7 percent is explained by other factors beyond organization culture.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	-.309	.083		-3.700	.001
	Organization culture	.994	.024	.986	41.932	.000

a. Dependent Variable: Employee performance

The significance of organization culture had p value ($p=0.000$) which is less than 0.05. The beta coefficient 0.986 is positive. Based on this finding, it can be deduced that organization culture significantly affected employee performance. This showed that organization culture is a good predictor of employee performance. It can further be deduced that organization culture had positive and significant effect on employee performance in Centenary bank.

4.5.4 The effect of internal policies on employee performance

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

Multiple Regression of the effect of internal policies on Employee performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.996 ^a	.991	.991	.10539

a. Predictors: (Constant), Organization structure, Management support, Organization culture

To respond to the general objective of the study, findings in the table above reveal a coefficient of determination, R Square value = 0.991 ($0.991 \times 100 = 99.1\%$). The study shows that internal policies have a strong positive effect on employee performance in Centenary bank. In order to explain the percentage of variation in the dependent variable (employee performance) as explained by the independent variables, the researcher established that the independent variables (organization structure, management support and organization culture) contributed to 99.1% of the variation in the employee performance as explained by R square of 0.991 which shows that the model is the good prediction. It reveals that internal policies

explain 0.445 or 99.1 percent of the employee performance while 0.9 percent is explained by other factors not covered in this study.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.070	.059		-1.177	.245
1 Organization culture	.197	.086	.195	2.300	.026
Management support	.542	.064	.587	8.402	.000
Organization structure	.222	.073	.220	3.055	.004

a. Dependent Variable: Employee 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 management support is the greatest contributor to employee performance at Centenary with a Beta value of 0.587 at 0.000 level of significance. This implies that management support has a positive and significant effect on employee performance. This therefore answers the research question which stated that ‘what is the effect of management support on employee performance.’

Analysis in the table above reveals that organization culture is the second contributor to employee performance in Centenary with a Beta value of 0.220 at 0.004 level of significance. This means that organization culture a positive and significant effect on employee performance. This therefore answers the research question which stated that ‘what is the effect of Organization culture on employee performance.’

Analysis in the table above reveals that organization structure is the least contributor to employee performance in Centenary with a Beta value of 0.195 at 0.026 level of significance. This implies that organization structure has a positive and significant effect on employee performance. This therefore answers the research question which stated that ‘what is the effect of Organization structure on employee performance.’

4.6 Chapter summary

This chapter presented the data collected, the findings of the study and a discussion of the results arranged with regard to the objectives of the study.

CHAPTER FIVE

SUMMARY AND DISCUSSION OF FINDINGS

5.0 Introduction

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

5.1 Summary of findings

5.1.1 Effect of Organization structure on employee performance

Results from Descriptive statistics show the overall average mean of 3.39 which shows satisfactory agreement on organization structure in promoting employee performance in Centenary bank. This implies that organization structure as an internal policy affects the employee performance, taking into consideration all the inter-relations among its study variables which show agreement among respondents

However, Analysis in the model summary reveals a coefficient of determination, R Square = 0.964 ($0.964 \times 100 = 96.4\%$) which indicates strong positive effect of organization structure on employee performance in Centenary bank. Hence the coefficient of determination (R Square) indicates a good employee performance as a result of organization structure.

It can further be deduced from the regression coefficients that organization structure is significant to employee performance with beta coefficient 0.982 at 0.000^b level of significance. Since the significance value calculated 0.000^b is less than 0.05, the study therefore answers the research question which stated that ‘what is the effect of Organization structure on employee performance.’

5.1.2 Effect of Management support on employee performance

Descriptive statistics findings primarily show the overall average mean of 3.09 which shows moderate agreement on management support in promoting employee performance in Centenary bank. This implies that management support as an internal policy affects the employee performance, taking into consideration all the inter-relations among its study variables which show agreement among respondents.

Analysis in the table above reveals a coefficient of determination, R Square = 0.985 (0.985*100 = 98.5%) which indicates strong positive effect of Management support on employee performance in Centenary bank. Hence the coefficient of determination (R Square) indicates a good employee performance as a result of management support.

The significance of management support had p value (p=0.000) which is less than 0.05. The beta coefficient 0.992. It can further be deduced from the regression coefficients that management support is significant to employee performance with beta coefficient 0.992 at p value (p=0.000). Since the p value (p=0.000) is less than 0.05, the study therefore answers the research question which stated that ‘what is the effect of management support on employee performance.’

5.1.3 Effect of organization culture on employee performance

Descriptive statistics show the overall average mean of 3.35 which shows satisfactory agreement on organization culture in promoting employee performance in Centenary bank. This implies that organization culture as an internal policy affects the employee performance, taking into consideration all the inter-relations among its study variables which show agreement among respondents.

Results above reveal a coefficient of determination, R Square = 0.973 (0.973*100 = 97.3%) which indicates strong positive effect of organization culture on employee performance in Centenary bank. Hence the coefficient of determination (R Square) indicates a good employee performance as a result of organization culture.

The significance of organization culture had p value (p=0.000) which is less than 0.05. The beta coefficient 0.986. It can further be deduced from the regression coefficients that organization culture is significant to employee performance with beta coefficient 0.986 at p value (p=0.000). Since the p value (p=0.000) is less than 0.05, the study therefore answers the research question which stated that ‘what is the effect of organization culture on employee performance.’

5.2 Discussion of the Findings

5.2.1 Effect of Organization structure on employee performance

The study revealed that organization structure has a significant effect on employee performance. This was attributed to the fact that the adoption of hierarchical structure positively influences employee performance since the organization structural hierarchy clearly draw internal and external boundaries, as well as formalization thus improving productivity

among employees. These findings are consistent with study by Malik (2017) whose study notes that internal and external boundaries, as well as formalization, positively influenced employee performance. The study further indicates that designing appropriate structures are key to improving productivity among employees.

In addition, Akhter, Refigure, Rafi, Bane, and Usman (2016) examine how organizational structure relates to firm outcomes in the financial development sector of Pakistan and their findings reveal that management satisfaction enhanced performance within the firm. Further their results reveal that organizational structure has a strong influence on firm outcomes where findings indicate that coordination and control are critical to improved firm performance.

Similarly, Omondi, Rotech, Kat use, and Semaj (2017) assessed how organizational structure impacts outcomes at Kenyan banks. Their study notes that most commercial banks have implemented centralization, formalization, and flexibility within the firm. However, their study did not find a significant relationship between organizational structure and bank performance outcomes and this deviates from the findings of the current study. However according to them, continuous training, growing internal capability, and knowledge sharing and utilization within the firm enhances the performance of banks. The employees noted that formalization in the bank is not very pleasant for execution of duties.

5.2.2 Effect of Management support on employee performance

The study revealed that management support has a significant effect on employee performance. This was attributed to the fact that respondents agreed that involving employees in decision making and professional development programs enhanced their performance. These findings coincide with Afrox (2018) who in his study on how training impacts employee output among banks in Tangail Bangladesh noted that improving employee satisfaction by involving them in decision making and professional development programs enhanced their performance.

Similarly, a study by Attar and Shah (2015) on how training impacts employee performance in Karachi's banking sector, their findings provide evidence that employee training as a management support effort influenced teamwork and integrity within commercial banks. Their research noted that technical knowledge and worker responsibility was fostered through undertaking employee training and these findings give a backing to the current study.

Anyang (2015) analyzed the impact of leadership characteristics on employee output at the Bank of Africa, Kenya. A survey research design was applied, with questionnaires and interview schedules being adopted to collect data. The tools used in this study coincide with the tools that the researcher used in the current study thus providing more backing to the

methodology used. However the outcomes noted disagreement among employees for not being accorded career progression opportunities within the bank

5.2.3 Effect of organization structure on employee performance

The study revealed that organization structure has a significant effect on employee performance. This is in agreement with Ahmed and Shafer (2014) who argue that a well-defined and positive organization's culture helps to make a company successful because it helps to inspire the staff with a sense of purpose. Analysis in the table above reveals that organization culture is the second contributor to employee performance in Centenary. These findings are consistent with Bellies, Koustelios, Vairaktarakis, and Sdrolias (2015) who focused on the link between organizational culture and satisfaction within Greek banks. Their findings indicated that organizational culture positively predicts employee's job satisfaction. Their results further revealed that adhocracy and hierarchy culture influences job satisfaction. Their study also noted that teamwork, shared values, and communication improved job satisfaction.

Additionally, the findings of the current study get a backing from the study of Odhiambo, Ruto, Mutunga, and Kundu (2016) who assessed how organizational culture impacts employee output at NCBA Bank Limited, Eastern Uganda. Their findings poised that beliefs and values, rules and policies, and management behaviours influenced employee performance. The study also noted that employees attend to their duties and are more committed to the organization if the shared beliefs support their ideal notions. However, Langat and Lagat (2017) focused on a review of how organizational ownership and culture influence the performance of employees in Eastern Uganda's banks and their study also revealed that involvement culture, consistency culture had a positive effect on employee performance within commercial banks. Delegation of authority, increased involvement, shared values, ethical codes, and management practices were integral in expanding employee performance.

5.3 Summary

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

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

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

6.1 Conclusions

The analysis in the table above reveals that management support is the greatest contributor to employee performance at Centenary with a Beta value of 0.587 at 0.000 level of significance. This implies that management support has a positive and significant effect on employee performance. This therefore answers the research question which stated that ‘what is the effect of management support on employee performance.’

Analysis in the table above reveals that organization culture is the second contributor to employee performance in Centenary with a Beta value of 0.220 at 0.004 level of significance. This means that organization culture a positive and significant effect on employee performance. This therefore answers the research question which stated that ‘what is the effect of Organization culture on employee performance.’

Analysis in the table above reveals that organization structure is the least contributor to employee performance in Centenary with a Beta value of 0.195 at 0.026 level of significance. This implies that organization structure has a positive and significant effect on employee performance. This therefore answers the research question which stated that ‘what is the effect of Organization structure on employee performance.’

6.2 Recommendations

The management of Centenary should continue promoting management support programmes like trainings, capacity development through sending employees for further studies with binding contracts in order to improve and promote employee productivity while performing their duties. This shall bring in sense of commitment as well as employee engagement thus promoting a good employee performance.

The management of Centenary bank should put more emphasis and promote organization culture by instituting detailed policies to guide workplace behaviours, creating awareness of

the shared values and beliefs among the employees, promoting the bank code of ethics in order to promote professionalism thus enhancing the employee performance.

Management should put some emphasis on organization structure by putting in place a clear chain of command, formalization. This shall help to ensure proper reporting lines and flow of authority in the bank thus assignment of responsibility and tasks is made easy and clear without duplication.

6.3. Limitations of the study

First, the researcher analyzed only three Limitations and Delimitations of the study; non-financial indicators (variables) that are believed to have significant influence on employee performance. Other factors both non-financial and financial not covered in this study which could be influential but in a more or less significant manner were not analyzed because of the limited finances and time frame of the study.

Secondly, whereas the response rate seemed to be good there was a great delay in returning of the responded on questionnaires from the respondents which also led to the delay in carrying out the data analysis.. The researcher overcame this by organizing scheduled visits by research assistant with the respondents such that all the questionnaires are collected.

Thirdly, the response rate for the interview guide was poor because the respondents feared the researcher could go against the ethical principal of anonymity. The researcher explained to the respondents that the research was purely for academic purposes

Lastly, the researcher anticipated a problem of collecting reliable data from respondent since the topic seems to be more confidential. However, the researcher tried to convince respondents that the information given was to be treated confidentially

6.4 Areas of further research

The study recommends a further analysis of External factors and how they can be enhanced to promote the employee performance of among banking sector

2. This research recommends a similar study to be done but concentrate on the Microfinance institutions.

3. The study recommends a study to be done on effect of credit policies on employee performance in commercial banks

6.5 Chapter Summary.

This chapter covered conclusions and recommendations of the study based on the study objectives.

APPENDICES

APPENDIX I

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APPENDIX II

APPENDIX II: QUESTIONNAIRE FOR CENETANTY BANK STAFF, MBALE BRANCH

I **Jonah Nyango** a student of Uganda Christian University is carrying out research on **“Internal policies and Employee performance: Case of Centenary Bank, Mbale Branch”**. This questionnaire is to collect data for purely academic purposes. All information will be treated with utmost confidentiality. Do not put any name or identification on this questionnaire. Answer all questions as indicated by either filling in the blank or ticking the option that applies. There is no right or wrong answer that the researcher is looking for. This questionnaire consists of two **SECTIONS-A&B**. kindly answer all the questions by ticking in the appropriate box provided. Please do not write your name anywhere on the form. Your views will be treated with utmost confidentiality, purely for academic purposes only.

SECTION A: Preliminary Information

1. Age Bracket

Under 20years	[]	21-30 years	[]
31-40 years	[]	41-50 years	[]
51-60 years	[]	Over 60 years	[]

2. Gender

Male	[]	Female	[]
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3. Years of service at
Centenary Bank, Mbale
. Branch

Below 5 years	[]	6-10 years	[]
11-15 years	[]	16-20 years	[]
21-25 years	[]	26-30 years	[]
Above 30 years	[]		

SECTION B

EMPLOYEE PERFORMANCE

To what extent do you agree with the following aspects of Employee Performance in Centenary bank, Mbale branch? (Where: 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=strongly disagree)

EMPLOYEE PERFORMANCE

STATEMENT	SA	A	NS	D	SD
1.I am satisfied with my job position and the responsibilities that I perform					
2. Employees in this firm provide efficient services to their customers					
3. I have a positive attitude towards my work Duties					
4. I enjoy performing my duties on a day to day Basis within the firm					
5. I am comfortable working within the Organization for the enforceable future					
6. I am able to finish the task assigned within the organization efficiently and on time					
7. I make sure I am at my workplace on time everyday					

ORGANIZATION STRUCTURE

To what extent do you agree with the following aspects of Organization structure in Centenary c bank, Mbale branch? (Where: 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=strongly disagree)

STATEMENT	SA	A	NS	D	SD
I am comfortable with the task allocation given by my supervisors within the work place					
I am comfortable with the work arrangements conducted by the organization in execution of my Duties					
I am regularly involved in the decision making within the organization					
The organization has put in place a clear chain of command to ensure my voice is heard					
I find the formalization put in place within the organization pleasant for execution of duties					
The coordination mechanisms put in place within the organization are supportive of employee efforts					
I am regularly involved in setting the goals of the Organization					

MANAGEMENT SUPPORT

To what extent do you agree with the following aspects of management support in Centenary bank, Mbale branch? (Where: 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=strongly disagree)

STATEMENT	SA	A	NS	D	SD
I feel appreciated by the management in the execution of my duties					
I have been accorded career progression opportunities within the organization					
The management within the organization regularly delegates duties to junior staff members					
I am comfortable with the performance management systems put in place within the firms					
I enjoy fringe benefits by in place by the organization					
The organization has put in place a rewards and recognition system to appreciate the employees					
The organization regularly conducts seminars And training workshops within the organization					
The bank provides regular opportunities for Job enrichment					

ORGANIZATION CULTURE

To what extent do you agree with the following aspects of organization Culture at Centenary bank, Mbale branch? (Where: 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=strongly disagree)

STATEMENT	SA	A	NS	D	SD
1. I am aware of the vision being pursued by The organization					
2. The organization has put in place an Elaborate communication system					
3. The organization has detailed policies in place to guide workplace behaviours among employees					
4. The employees are aware of the shared values and beliefs within the organization					
5. There are elaborate systems in place to ensure dynamism and adaptability in the firm					

APPENDIX III
INTERVIEW GUIDE FOR TOP ADMINISTRATORS OF CENTENARY BANK,
 MBALE BRANCH

1. When did you join Centenary Bank, Mbale branch?
2. What is your current position in this organization?

Work Place Policies

3. What are some of the work place policies that exist at the centenary bank, Mbale branch
- 4? Comment on the negative side of these polices?
5. How have these policies contributed to employee performance at centenary bank, Mbale branch
6. How best can centenary bank, Mbale branch improve on these policies?

Work Place Culture

7. Describe briefly the work place culture at centenary bank, Mbale branch
8. Comment on the negative side of the culture?
9. How has the culture contributed to employee performance at centenary bank, Mbale Branch?
- 10 How best can centenary bank, Mbale branch improve on the existing work place culture?

Work place organization structure

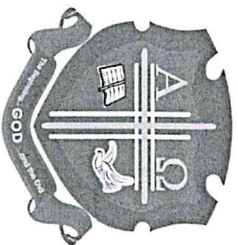
11. Describe briefly the work organization structure at centenary bank, Mbale branch
12. Comment on the negative side of the organization structure
13. How has the organization structure contributed to employee performance at centenary bank, Mbale Branch?
- 14 How best can centenary bank, Mbale branch improve on the existing work place culture?

Work place management support

11. Describe briefly the work place management support at centenary bank, Mbale branch
12. Comment on the negative side of the management support?
13. How has management support contributed to employee performance at centenary bank, Mbale Branch?
- 14 How best can centenary bank, Mbale branch improve on the existing work place management support?

Employee performance

14. What measures are in place to assess the performance of Employees at Centenary Bank?
15. How would describe the working conditions at centenary Bank?
16. How would you explain the general attitude of employees at centenary towards work?
17. Are the future plans towards an improvement in performance of Employees at Centenary Bank?



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SCHOOL OF RESEARCH & POSTGRADUATE STUDIES

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

Date: June 6, 2024

Name of Candidate: NYANGO JONNAH. Reg. No: S21/MUC/MBA/122

Title of Dissertation: EFFECT OF INTERNAL ORGANIZATIONAL FACTORS ON EMPLOYEE PERFORMANCE OF COMMERCIAL BANKS IN EASTERN UGANDA, A CASE STUDY OF CENTENARY BANK, MBALE BRANCH

SN	COMMENTS BY EXTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	Write an appropriate abstract; The title may be changed to: "INTERNAL ORGANIZATIONAL FACTORS AND EMPLOYEE PERFORMANCE IN COMMERCIAL BANKS; A CASE STUDY OF CENTENARY BANK, MBALE BRANCH IN UGANDA"	Title changed and appropriate abstract written.	Cover page Page xi
2	If you agree with the suggested title, make adjustments throughout the entire dissertation;	Adjustments made throughout the text	corrected

3	Justify the study scopes	Added 1.7.3 Time scope to justify study scope	Corrected on page 10.
4	Write a clear and logical problem statement with supporting evidence	Corrected with supporting evidence (Audit reports 2021, 2022 and 2023)	Page 8
5	Explain the conceptual framework with evidence	Explained and corrected	Page 10
6	Review more current relevant literature and present the sub-sections logically	Literature reviewed within the acceptable time range of 10 years	
7	Enrich the literature review with academic discussions	Done	Chapter two
8	State and explain a clear gap in the reviewed literature	Done under section 2.4	Page 18
9	Have a proper specification of the study population	Specified under section 3.3.1	Page 19
10	Indicate the correct sampling technique for human resource and lower level categories of respondents	Done	Page 19
11	Describe the basis that you used to interpret your scores supported by credible evidence	Described under section 3.8	Page 23
12	Make realistic recommendations within the study scope	Closed under section 6.2	Page 46
13	Introduce and conclude every chapter	Done	Beginning and end of every chapter
14	Edit all the English mistakes in the thesis	Edited	
15	All citations should appear in the final reference list	Added	

SN	COMMENTS BY INTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	The problem statement can be improved upon by ensuring that the relationship between the variables is brought out clearly at the beginning of the entire problem statement.	Problem Statement improved as also per External examiners comment.	Page 8
2	The study and geographical content are well written and justified except for the time scope which is vague and needs to be improved.	Time scope adjusted to include time frame	Page 10 improved
3	The two variables (independent and dependent) are clearly indicated. However, the explanation does not depict the study variables therefore necessitates some improvement.	Explanation on study variables done to depict the study variables	
4	The literature review has been logically presented based on the study objectives. However, a number of sources reviewed are rather old.	Literature review done with literature within 10 years being reviewed	Chapter Two
5	The researcher omitted the methods that were used in data collection. The researcher pre-tested the instruments in the organization where the study was carried out which is unacceptable.	Methods of data collection indicated Instruments pretested from another branch,	Page 21 Page 22
6	The research findings have been logically presented based on the themes of the study objectives. However, the researcher interpreted the descriptive statistics wrongly	Corrected	Chapter 4

	especially the overall means.		
7	The chapter is logically presented based on the research findings and the study objectives. However, the contribution of the study is not clear. Conclusion is not well harmonized with the study objectives.	Contribution to the study adjusted and conclusion harmonized with the objectives.	Page 46
8	The references are fairly well presented though some citations don't appear in the reference list.	Corrected to include all citations in the reference list.	Appendix 1 from Page 49

SN	COMMENTS BY VIVA VOCE PANNEL	ACTION TAKEN	INDICATOR
1	Recommendations should be inline with the beta coefficients	Corrected	Page 46
2	Average mean was well explained.		Chapter 4
3	Conceptual framework in line the objectives		Page 10
4			
5			

NYANGO JONNAH

Candidate's Name

Signature

MR. OMACHE HENRY

Supervisor's Name

Signature



**UGANDA CHRISTIAN
UNIVERSITY, MBALE UNIVERSITY COLLEGE.**
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BUSINESS DEPARTMENT

Received & wanted

To THE MANAGER
CENTENARY BANK - MBALE



Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss NYANJO JONNAH
Of Registration Number; SI/MUC/MBA/122 pursuing a Masters'
Degree/Postgraduate Diploma / Bachelor's Degree
BUSINESS ADMINISTRATION

He/ she is required to carry out an academic research on the topic
EFFECT OF INTERNAL ORGANIZATIONAL FACTORS ON EMPLOYEES
PERFORMANCE OF COMMERCIAL BANKS IN EASTERN UGANDA

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

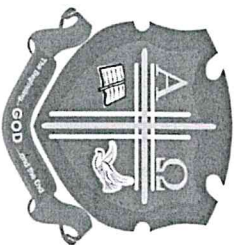
We shall be grateful for the help you may offer to him or her accordingly.

Thank you.

Yours faithfully,


.....
HEAD OF DEPARTMENT BUSINESS UCU-MUC
Henry Omache Ogachi





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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,


.....
HEAD OF DEPARTMENT BUSINESS UCU-MUC
Henry Omache Ogachi





Centenary Bank

EXTERNAL MEMORANDUM

To:

Mr. Nyango Jonnah

Uganda Christine University

Mbale University Campus

April 18th, 2023

RE: OFFER/ACCEPTANCE TO CONDUCT A RESEARCH STUDY:

As per your request to conduct your research study at Mbale Branch, this is to notify you that your request has been accepted. You noted that this is going to be a one day's activity and you are requested to complete your assignment within the stipulated time.

You are further required to adhere to the bank's strict core values and maintain the highest levels of confidentiality during your study. During your study, you will under the guidance of the Head of credit department at the branch.

Thank you.



Manager Business Banking.
Mbale Branch

With you for life

Centenary Rural Development Bank Ltd: Head Office - Mapeera House
Plot 44-46 Kampala Road and Plot 2 Burton Street, P.O. Box 1892 Kampala, UGANDA.
Call Centre: 0800 200555/ 335344. Tel: +256 (0)41 251276/7 Fax: +256 (0)41 251273
email: info@centenarybank.co.ug website: www.centenarybank.co.ug

/centenarybank

Centenary Bank is a Member of the CenteGroup. Regulated by Bank of Uganda A.L.033
Customer deposits are protected by the Deposit Protection Fund up to UGX 10 Million.
Terms and Conditions apply.

Ugandans: Mr. Gustavo Bwoch (Chairman), Mr. Fabian Kasi (MD),
Mr. Joseph Kiwanuka Balikuddembe (ED),
Bishop Callist Rubaramira, Dr. Mary Theopista Wenene,
Ms. Vivian Ddambya, Dr. Tom C. Aliti,
Mr. Chris M. Byaruhanga
British: Mr. Steven John Round
Dutch: Mr. Caspar Jan Fries Sprakel