

Organizational Culture And Its Impact On Employees' Performance In Uganda Police Force, Kampala District Uganda.

Mutabingwa Moses Katabarwa

Metropolitan International University

Abstract

The study investigated the organizational culture on employee's performance: A perspective of Uganda Police Force Kampala District. The distinct objective that guided the study was: to assess the relationship between organizational culture and employee performance in Uganda Police Force. A descriptive correlative investigation research design was assumed by means of both quantitative and qualitative approaches. The study targeted 252 respondents. Simple random sampling and purposive techniques were used to select the participants. Data analysis involved frequencies, means and inferential statistics such as correlations and the coefficient of determination. The study findings revealed a positive relationship between organizational culture and employee performance at Uganda Police Force. It was therefore concluded that organizational culture positively influenced the employee performance of Uganda Police Force. The study therefore, recommends that the top leadership of Uganda Police Force management should build and improve on teamwork and develop the current leadership to maintain the culture.

Key words: Organizational characteristic, employee performance, organizational culture, management and Uganda Police Force

Introduction

(Alex & Kazaara, 2023) states that aspects of employee performance have existed since time immemorial, however, the concept of employee performance gained great importance in the pre-World War II period with Frederick W. Taylor's 1911 book, "The Principles of Scientific Management" laying the foundations for the scientific study of work to improve worker performance (Tasha et al., 2023). Taylor's basic principles shaped ideas about organizational performance, organizational fit, and effectiveness theory in the 20th century and beyond. (Ntirandekura, Friday, & Muhammad, 2022) summarizes the discussion by stating that human resources are the most important resources of any organization including the Uganda Police. Employee performance

is affected by diverse workplace dynamics (Ntirandekura & Christopher, 2022). Employee performance is a critical feature of organizations' existence. Outputs of some organizations have decreased due to employee performance, leading to high turnover in some cases.

The Ugandan police force as a unit continues to be in the spotlight due to insecurity, which many observers attribute to negative synergy between police officers in the fight against crime (S. Godfrey et al., 2023). The police were seen as dedicated to the work of preventing crime. Although the development has been around for quite some time, little attention has been paid to the factors contributing to the non-specialized police force despite the modernization of the sector in

Received: 19.02.2024

Accepted: 23.02.2024

Published on: 29.02.2024

terms of increased training time and the procurement of modern equipment for the police force by the Government of Uganda (Ntirandekura, Ainebyoona et al., 2022). Thus, the researcher intended to examine the effect of organizational culture on employee performance in UPF with a focus on Kampala district, a high crime area in the country (Kazaara & Kazaara, 2023).

Problem Statement

The study aimed at organizational culture and its impact on employees' performance in Uganda police force, Kampala District Uganda.

Literature review

This study was inspired by Taylor's scientific management introduced by Frederick Taylor in 1909. Frederick Taylor and his team were pioneers in conducting scientific analysis of the work process (Tasha et al., 2023). They examined how work was performed and its impact on worker productivity. Taylor strongly believed that maximizing the efficiency of work processes was more effective than simply pushing individuals to work harder. The Principles of Scientific Management by (Annet et al., 2023), advocated for increasing productivity through streamlining and optimizing work tasks. In addition, he emphasized the importance of cooperation between workers and managers, a departure from traditional business practices. Previously, work lacked

standardization and workers were primarily motivated by job security, resulting in a lack of incentives to work efficiently or quickly (Christopher, Moses, Muhindo, & Komunda, 2022).

Naharuddin & Sadegi (2013) further argue that "Taylorism" is a term commonly used to refer to the four principles of scientific management developed by Taylor, which aim to replace the use of subjective decision-making with a scientific approach. Instead of relying on intuition and traditional procedures, Taylor suggested that we should use systematic analysis to examine work processes and identify the most efficient methods for completing specific tasks (W. Godfrey et al., 2023). In addition, these principles emphasize the importance of matching workers to jobs that match their abilities and motivations, as well as training them to perform to their maximum potential. In addition, Taylor believed in monitoring worker performance, providing guidance and supervision to ensure the adoption of effective methods and division of responsibilities between managers and workers to optimize productivity (Isaac et al., 2023). Taylor's theory of scientific management is relevant to this research study because it can be used to analyze workplace efficiency, timeliness, and productivity (Paul & Kazaara, 2023). Taylor's theory also emphasizes the importance of systematically structuring organizations to improve performance.

Empirical Review

Organizational culture and employee performance

Organizational culture should be developed to support continuous improvement in employee performance so that employees are able to identify with the values, norms and artifacts of the organization, hence the need for organizational culture (Christopher, Muhindo et al., 2022). Through this process, employees learn about the

Received: 19.02.2024

Accepted: 23.02.2024

Published on: 29.02.2024

organizational culture and decide whether they can cope with it or not, which means that the organization is a learning environment. It allows employees to understand that the organizational culture ensures better performance for employees and therefore they understand performance more as the extent to which an individual completes a task or task (Winny et al., 2023). For two decades, many scholars have addressed the nature and extent of organizational culture, and those who have worked on "employee participation in organizational success" agree that there is a significant influence of culture and organizational success. For example, (Lydia et al., 2023) found that the implementation of a good system of rewards and continuous motivation encourages employees to best target the achievements of the organization instead of focusing more on structures and policies. Previous studies have suggested a relationship between organizational culture and employee performance. Awadh & Saad (2013) argued that organizational culture is inherently linked to organizational practices, which in turn affect employee performance, but (Christopher, Moses, Muhindo, & Muhammad, 2022) argued that organizational culture can enhance employee performance if it, what keeps it can be understood. Organizational culture thus acquaints employees with the organization's history as well as current operating methods that guide employees to expected and acceptable future organizational behavior and norms. (Musaibah et al., 2023) argue that an effective human resource system is based on promoting values that have a positive impact on employees' attitudes and behaviors, which in turn affects their performance, but from many "culture surveys" it has been argued that Performance employees can be improved by developing and creating certain kinds of organizational cultures (Alex & Kazaara, 2023).

(Faridah et al., 2023), argues that organizational culture is theoretically related to and has a positive effect on performance, as Awadh & Saad (2013) also note that the role of culture includes nurturing, maintaining and enhancing employee performance. in organizations. Although (Ntirandekura & Christopher, 2022) found that organizational culture facilitates task coordination and minimizes inefficiencies in the use of resources, but to achieve this, UPF of Computing and Information Sciences (UPF) employees need a supportive organizational culture to achieve their individual goals.

According to (Christopher, Moses, Muhindo, & Muhammad, 2022) organizational culture functions as the internal integration and coordination between the operation of the organization and its employees, in case the organization does not perform these functions at a satisfactory level, the employees may be negatively, but if there is a positive culture, it promotes adaptation and increases employee performance by motivating, shaping and directing their behavior to achieve corporate goals (Tasha et al., 2023). Therefore, in order to improve organizational performance, there is a need to have a clear sense of purpose and working conditions for its mission by reflecting its ultimate long-term goal, which is achieved through the implementation of integrated operational and behavioral activities (Kazaara & Kazaara, 2023).

Received: 19.02.2024

Accepted: 23.02.2024

Published on: 29.02.2024

In the current study, the researcher also views organizational culture as the shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace, and also hypothesizes that a positive organizational culture will increase employee performance as the values shared by employees in an organization (Christopher, Mojžiš, Muhindo and Muhammad, 2022). Several academics and practitioners (Polycarp et al., 2023), cited in Ahmad et al (2014), argue that organizational performance depends on the extent to which the values of its employees are widely shared. Similarly, it is generally argued that shared and strongly held values enable management to anticipate employee responses to certain strategic options, and a reduction in these values may produce undesirable consequences (Christopher, Moses, Muhindo, & Muhammad, 2022).

(Racheal et al., 2023) claim that organizational culture is divided into two main aspects – material and immaterial cultures. Material aspects of culture include products of industry, technology, art and are directly observable. The intangible aspects of culture consist of knowledge, philosophy, morals, languages, motivations, attitudes, values and norms shared and transmitted in a society such as UPF. They are not visible or tangible, but manifest through the psychological states and behavior of people. (Ntirandekura, Friday, Mbisi, et al., 2022) argue that the evidence on the leadership-performance relationship is largely unreliable and much more research has empirically examined the organizational culture-performance relationship. They further emphasize that organizational culture is one of the most popular concepts in the field of management and organizational theory. Similarly, Alvesso argued that academic acceptance of a culture, without the usual arguments and skepticism associated with new concepts, is a major indicator of the perceived importance of a concept. This means that the culture exposed to UPF employees has important implications for their performance.

Some other researchers have noted that treating culture as a unitary concept diminishes its value as an analytical tool (Martin as cited in Harris and Ogbonna (2000). However, culture cannot be equated with power and politics or climate as Tameemi disagrees) . et al (2014) on whether organizational culture can be easily changed. However, UPF's experience suggests that culture can change, especially when the people implementing that culture have left the organization. Some researchers such as (Paul & Kazaara, 2023) argue that organizational performance depends on the extent to which culture values are widely shared.

According to (W. Godfrey et al., 2023) they argued that organizational culture is linked to performance and is also based on the perceived role that culture can play in creating UPF's competitive advantage. But (Musaibah et al., 2023) argues that some widely shared and strongly held values allow management to anticipate employee responses to certain strategic options, thereby minimizing the scope for undesired consequences. Furthermore, (Kazaara & Kazaara, 2023) suggest that the way organizational culture creates competitive advantage is by defining organizational boundaries in a way that facilitates individual interaction by limiting the extent of information processing to an

Received: 19.02.2024

Accepted: 23.02.2024

Published on: 29.02.2024

appropriate level. According to Awadh and Saad (2013), different values and beliefs based on employee performance help to bring organizations together. He argues that the culture of an organization helps in internalizing common relationships that lead to the management of effective organizational processes. They also confirm that productivity and organizational culture help improve employee performance. In their study, they observe that the strong impact of a strong organizational culture leads to increased productivity (Isaac et al., 2023).

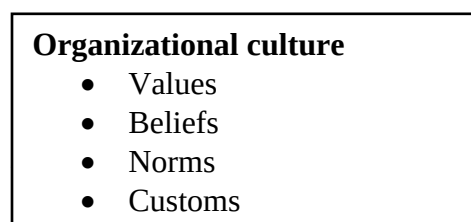
The norms and values of an organization such as UPF are based on the influence of different cultures on workforce management because a strong culture in an organization enables effective and efficient management of workforce employees (Christopher, Moses, Muhindo, & Muhammad, 2022) . Moreover, Shazad et al (2013) argue that a strong culture in an organization leads to an increase in the working conditions of employees towards achieving the goals of the organization in a common way because it is very useful to increase the performance of employees. They also argue that personal beliefs differ from organizational values when an employee enters the organization, while in a strong culture, employees are on a common path to achieve organizational goals that provide opportunities for employees to grow and perform well. in the organization (Ronet et al., 2023).

In another study by Mohammad, Uddin, Huq, and Saad (2013) on the impact of organizational culture on employee performance and productivity, results showed a positive association between a strong culture and improved performance. Thus, based on this study, organizational culture has a positive impact on employee performance. Schein (1990) states that the norms and values of an organization have a strong influence on all those attached to the organization and according to the researcher, the norms are invisible. But if an organization like UPF wants to improve employee performance and profitability, standards are the first place to look.

Conceptual review

Figure 1: Conceptual Framework

Organizational characteristics



Employee Performance



(1990), Owusu-Boateng (2014), and modified by the researcher (2023).

In the conceptual framework depicted in Figure 1 above, Organizational characteristics, the independent variable (IV), was hypothesized to influence employee performance. The framework portrays that organizational culture directly affect employee performance. On the other hand, employee performance as the dependent variable (DV) as depicted in Figure 1 above was measured in terms of efficiency, effectiveness,

Received: 19.02.2024

Accepted: 23.02.2024

Published on: 29.02.2024

accountability, responsibility and availability. Where efficiency is the ability to produce the desired outcomes by using as minimal resources as possible, effectiveness is the ability of employees to meet the desired objectives or target (Emmanuel et al., 2023). Productivity is expressed as a ratio of output to that of input (Stoner et al, 1995) and Quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Kotler & Armstrong, 2002). Therefore, the conceptual framework portrays the relationship between organizational characteristics (IV) and employee performance (DV) in Figure 1 above. Employee performance is measured in terms of results that an organization achieves in relation to its objectives (Musaibah et al., 2023). In principle, it is measured at the output, outcome or impact level. Performance therefore is measured by the results (output/outcomes) that an organization produces as recommended by Kusek, et al (2005)

Methodology

A descriptive research design was adopted in this study. This was because people's views and opinions were sought and described and how organizational characteristics affect employee performance was found. Both qualitative and quantitative methods were adopted because they complement each other. The qualitative approach was mainly used to describe the subjective evaluations, analyzes and interpretations of respondents' attitudes, opinions and behavior as expressed verbatim from interviews and group discussions (Mugenda and Mugenda, 1999). Quantitative methods helped generate numerical data that was statistically adjusted to meet the desired objectives through descriptive statistics (frequency and percentages) and inferential statistics that tested hypotheses using correlations and coefficients of determination (Amin, 2005). This was because some information needed to be statistically expended to make the statistical aspects of the study clear. Using a combination of qualitative and quantitative data allows for triangulation by ensuring that the limitations of one type of data are balanced by the strengths of another. The sample size of 252 respondents was determined using statistical tables of Krejci and Morgan (1970) as reported by Amin (2005) and the selection of respondents for the study was to be both purposive and simple random sampling methods. In particular, purposive sampling has been used as a strategy that could add credibility to the sample when the potential purposive sample is smaller than could be handled where small sample sizes are used so that credibility is the goal, not representativeness or generalizability (Patton, 2001). The researcher also chose a simple random sampling technique so that each member of the target population had an equal chance of being included in the sample.

The researcher performed both quantitative and qualitative data analysis. This involved uncovering structures, extracting important variables, detecting any irregularity, and testing any assumptions (Kombo & Tromp, 2006). A triangulation method of analysis was used, which allowed the researcher to reach relevant conclusions and recommendations. Quantitative data analysis consisted of numerical values from which descriptions such as mean and standard deviation were made (Kombo & Tromp, 2006). The data collected were checked for regularity and accuracy; this was helpful in ensuring that the objectives of the study were met. The analysis was carried out according to the objectives of the study, the data generated by the questionnaires were cleaned, edited and coded before the analysis

Received: 19.02.2024

Accepted: 23.02.2024

Published on: 29.02.2024

was carried out; then analyzed using the Statistical Package for Social Sciences (SPSS) program (Nelson et al., 2022). Summary statistics in the form of qualitative and quantitative measurements, frequencies and percentages were processed and interpretations were made. Finally, conclusions and recommendations were drawn as presented in Chapter V. The triangulation of these methods was correlated to improve the validity and richness of the information gathered. All qualitative data collected from key informant interviews were continuously edited to ensure completeness. Data collected using interview schedules were categorized into meaningful and exhaustive categories. Content analysis was the main method of analyzing the collected data to determine information adequacy, credibility, usefulness, and consistency (Mugenda & Mugenda, 1999). The data collected were categorized according to emerging variables from each question in the interview guide and discussions. All data sources were triangulated during analysis to increase validity and a report was written at the end.

Findings of the study

The influence of organizational culture and employee performance at Uganda Police

Table 1: Showing the results of how Organizational Culture influence Employee Performance

Items	M	D	N	A	SA
We are always polite to one another	3.73	11 (13%)	4 (5%)	51 (62%)	13 (16%)
Employees in this UPF believe they must be honest in any situation by telling the truth always.	3.02	19 (23%)	30 (37%)	25 (31%)	3 (4%)
Employees in this UPF believe they should do what they are told	2.96	35 (43%)	23 (28%)	12 (15%)	11 (13%)
I find my values and the UPF's values are very similar.	3.07	24 (29%)	19 (23%)	24 (29%)	9 (11%)
The workers in this UPF have a sense of the UPF's mission	2.91	25 (31%)	32 (39%)	20 (24%)	2 (2%)
Workers feel free to voice innovative suggestions to top management in this UPF	2.96	24 (29%)	15 (18%)	29 (35%)	5 (6.1%)
Departmental Heads frequently discuss with the workers their task requirements in order to cope well with the UPF's objectives.	3.45	15 (18%)	10 (12%)	50 (61%)	4 (5%)
Workers perform competently without pressure from their bosses	3.40	13 (16%)	19 (23%)	34 (42%)	11 (13%)

Received: 19.02.2024

Accepted: 23.02.2024

Published on: 29.02.2024

Employees show a lot of concern of seeing that they complete their day's work	3.68	9 (11%)	10 (12%)	41 (50%)	17 (21%)
I am expected to have more individual responsibility for my job performance	3.11	27 (33%)	19 (23%)	24 (29%)	9 (11%)
My UPF emphasizes on meeting the customer's needs as results are more important than following the correct organizational procedures	3.02	22 (27%)	24 (29%)	28 (34%)	3 (4%)
"We've always done it that way" is a philosophy that describes my company's response to new ideas	3.07	17 (21%)	32 (39%)	23 (28%)	5 (6.1%)
There is little variation in style of dress among employees	2.94	27 (33%)	19 (23%)	22 (27%)	7 (8.5%)
Employees are flexible and adaptable when changes are necessary	3.23	21 (26%)	12 (15%)	38 (46%)	6 (7.3%)
Employees believe they can influence or affect their work place through their ideas and involvement	2.89	25 (30.5)	21 (26%)	20 (24%)	7 (8.5%)
Individuals and teams have clearly defined goals that relate to the goals or mission of the UPF	3.38	17 (21%)	18 (22%)	30 (37%)	13 (16%)
We constantly stretch our goals, to continuously improve	3.24	14 (17%)	27 (33%)	24 (29%)	11 (13%)
Employees believe in teamwork, the "what's in it for us" approach rather than "what's in it for me".	3.22	17 (21%)	21 (26%)	29 (35%)	9 (11%)
Employees know what is expected of them and understand their impact on other people, teams, and functions	2.91	35 (43%)	9 (11%)	24 (29%)	8 (9.8%)
Managers at all levels work together as a team to achieve results for the UPF	3.15	26 (32%)	16 (20%)	30 (37%)	7 (9%)

Received: 19.02.2024**Accepted: 23.02.2024****Published on: 29.02.2024**

Average mean	3.61				
---------------------	-------------	--	--	--	--

To analyze the findings, employees who strongly disagreed and those who disagreed were combined into one category of who —opposed the items. In addition, employees who strongly agreed and those who agreed were combined into another category of those who —concurred with the items. Another category was that of those employees who neither agreed nor disagreed, —the undecided with the items (Annet et al., 2023). Thus, the three categories of employees were compared. Interpretation was then drawn from the comparisons of the three categories as shown in the following paragraph. The study findings in Table 1 show that the organizational culture at UPF is moderately positive (aggregate mean=3.16) (Racheal et al., 2023). A comparison on these items shows that the percentage of employees that opposed ranged from 17.1% to 50.3%, while the percentage of those that were not sure ranged from 4% to 32% and the percentage of those who concurred ranged from 22% to 78%. From these comparisons, it can be seen that the range of percentages of those that opposed and those that were not sure are lower compared to those who concurred. Thus, from this analysis, the following is the interpretation (Tasha et al., 2023).

The study respondents noted that they were always polite with each other (mean=3.73), meaning that staff members at the UPF respect each other. The respondents also moderately agreed that the employees in the UPF believed they must be honest in any situation by telling the truth always (mean= 3.02), meaning that honesty is valued at the UPF. This finding was reinforced by one key informant interviewee who noted that “at the UPF we value honesty and integrity” (Key informant interview). Honest employees are less likely to indulge in counter-productive work behavior which may have a negative effect on both organizational and individual employee performance (Alex & Kazaara, 2023).

The respondents to the study also moderately agreed that their values were in line with the values of the UPF (mean= 3.07), they had a sense of the UPF’s mission (mean=2.91) and that the workers felt free to voice innovative suggestions to top management in the UPF (2.96). They also noted that the Departmental Heads frequently discussed with the workers their task requirements in order to cope well with the UPF's objectives (mean=3.45) (Musaibah et al., 2023). This was reinforced by a key informant who noted that “the UPF provides for innovative participation in decision making”. The above findings show that the organizational culture at the UPF allows for employee participation in decision making. When employees feel that their decisions are valued by management, they are more likely to work towards achieving organizational goals and objectives since they feel that their decisions are valued (Ronet et al., 2023).

According to the results in Table 1, the respondents noted that the employees showed a lot of concern of seeing that they completed their day's work (mean=3.68) and that they were expected to have more individual responsibility for

Received: 19.02.2024**Accepted: 23.02.2024****Published on: 29.02.2024**

their job performance (mean=3.11). The above results show that the organizational culture at UPF encourages employee working conditions towards work. Committed employees are therefore more likely to perform better than their less committed counterparts (Paul & Kazaara, 2023).

The respondents to the study moderately agreed that the UPF puts emphasis on meeting the customer's needs since results are more important than following the correct organizational procedures (mean=3.02). This means that the UPF puts more emphasis on customer care than on organizational procedures. This implies that the staff at UPF are responsive to customer needs. This is a sign of good employee performance.

According to the results in Table 1, the study respondents noted that the employees at the UPF were flexible and adaptable to changes (mean= 3.23). This shows that the employees at UPF are flexible and adaptable. Workplace flexibility improves employee performance in that it has a positive effect on employee engagement, motivation and satisfaction; all are important ingredients for effective employee performance (Alex & Kazaara, 2023).

As can be seen in Table 1, the study respondents agreed that employees believed in teamwork (mean=3.22). They also noted that managers at all levels worked as a team to achieve results for the UPF (mean= 3.15). This means that the employees at the UPF believe in teamwork. A culture that fosters is likely to have improved performance in that teamwork can raise levels of morale, efficiency, expertise, the quality of customer service, initiative, learning, planning, and creativity. It can also produce more motivated members, more effective day-to-day performance, a sense of ownership, better end results and, ultimately, bigger profits (Annet et al., 2023).

The study respondents also noted that the employees knew what was expected of them and understood their impact on other people, teams, and functions (mean=2.91). One key informant supported this finding when he confirmed that “most of the employees at the UPF are aware of what is expected of them”. This implies that when employees are aware of their expectations and how they impact others, they are more likely to be committed to their work (Ntirandekura, Friday, Mbisi, et al., 2022).

Table 2: Regression analysis showing the influence of organizational culture on employee performance

R square=0.077, P=0.011		
	Standardized Coefficients	Sig.
	Beta	
Organizational Culture	0.278	0.011

Source: Primary Data (2022)

Table 2 presents the study's findings on the relationship between organizational culture and employee performance at UPF. The data shows a statistically significant correlation ($r = .278$), which means that organizational culture has a strong impact on employee performance. Furthermore, the coefficient of determination ($r^2 = .077$) suggests that

Received: 19.02.2024

Accepted: 23.02.2024

Published on: 29.02.2024

organizational culture accounts for 7.7% of the variability observed in employee performance. This relationship is further supported by a statistically significant correlation ($p = .011$), confirming that organizational culture has a positive and significant impact on employee performance at UPF. In simpler terms, a positive organizational culture positively affects and enhances employee performance (Kazaara & Kazaara, 2023).

Discussion of findings

Organizational culture and employee performance

According to the study's findings, there is a strong correlation between organizational culture and employee performance at the UPF. These results are in line with earlier research, which has demonstrated that improved employee and organizational performance is related to a positive organizational culture (Ritchie, 2010). Organizational culture plays a significant role in employee performance. It provides employees with an understanding of the company's history, current practices, and expected and acceptable future behaviours and norms (Hellriegel & Slocum, 2009). Research has shown that a strong organizational culture can lead to improved employee performance (Mohammad, Uddin, Huq, & Saad, 2013).

However, it is important to note that the impact of organizational culture on employee performance can vary depending on a number of factors, such as the specific cultural dimensions being measured and the context of the organization. According to Ferris et al. (2008), effective human resource systems that support organisational values can improve employee attitudes and behaviours, which leads to improved organisational performance. Mercer and Bilson (1985) also found that organizations with strong cultures tend to have employees who perform better, which can lead to positive outcomes such as customer satisfaction.

Bowen et al. (2009) and Kopelman et al. (1990) argue that organizational culture is essential for nurturing, sustaining, and enhancing organizational performance. Culture helps to coordinate tasks, reduce inefficiency, and improve employee effort and resource utilization. Cross et al. (2010) agree that individuals need a supportive organizational culture to achieve their individual goals. Kozlowski and Klein (2010) add that effective interaction between individuals, groups, and the organization is highly dependent on organizational culture, which shapes individual performance. The findings of this study suggest that UPF employees' attitudes towards the company's culture need to be changed in order to improve employee performance.

Limitations

Accessing UPF management members proved difficult because they were frequently away performing official duties. The study only included UPF, which limited how broadly the results could be applied. To fully comprehend employee performance at UPF and the difficulties encountered by various UPFs in implementing performance management,

Received: 19.02.2024

Accepted: 23.02.2024

Published on: 29.02.2024

more research is required. Finally, the researcher acknowledged that interviews might have been biased because participants might not have been eager to talk about delicate subjects.

Conclusion

This study found that organizational culture has a significant positive effect on employee performance at UPF. Employees are polite to each other and feel comfortable discussing task requirements with their supervisors to align their work with the company's objectives. Employee motivation, excellent performance, positive employee-supervisor relationships, fair and equitable treatment, and cooperation, efficiency, and effectiveness are all fostered by the current organizational culture.

Recommendations

Organizational culture and employee performance at UPF

UPF should concentrate on enhancing its organizational culture by fostering and strengthening teamwork because organizational culture has a significant impact on employee performance. This can be done by encouraging employees to connect with each other on both a professional and personal level.

Team-building exercises and out-of-office activities can help to foster teamwork and communication. Leadership development is essential for creating a great organizational culture. Effective delegation, communication, and listening are skills that good leaders possess. Teams may overlook the value of cooperation if their leaders are weak.

Communication is also crucial for a positive organizational culture. Management should establish open channels of communication for all staff members, at all levels of the organization. This means that all employees should feel comfortable sharing their ideas and feedback, and they should be able to receive regular updates and communication from management.

References

- Alex, I., & Kazaara, A. G. (2023). *Internal Controls and Financial Performance of Saccos in Wakiso District*. 7(3), 47–56.
- Annet, N., Andrew, N., Kazaara, A. G., Christopher, F., & Moses, N. (2023). *Impact of Budgeting On the Profitability of a Manufacturing Company , a Case Study of Harris International*. 7(2), 112–126.
- Christopher, F., Moses, N., Muhindo, M. E., & Komunda, T. R. (2022). *Employee Training and Organizational Performance : A Case Study of African College of Commerce and Technology in Kabale District , South Western Uganda* : 6(5), 1–7.
- Christopher, F., Moses, N., Muhindo, M. E., & Muhammad, M. (2022). *Rewards and Employee Performance in an Organization : A Case Study of African College of Commerce and Technology in South Western Uganda*. 6(4), 414–428.
- Christopher, F., Muhindo, M. E., & Nakalema, F. (2022). *Decentralization and Social Service Delivery in Uganda : Acritical Analysis of the Decentralization and Social Service Delivery in Uganda : Acritical Analysis of the*

Received: 19.02.2024

Accepted: 23.02.2024

Published on: 29.02.2024

literature review. November.

- Emmanuel, E., Rebecca, N., Kazaara, A. G., & Nicholas, K. (2023). *The Effects Of Job Training On Performance Of Local Government Employees In ganda : A Case Study Of Molo Sub- County , Tororo District .* 7(2), 65–73.
- Faridah, K., Kazaara, A. G., & Kazaara, A. I. (2023). *The Effect Of Supplier Selection On Product Quality Management In Organizations . A Case Study Of Uganda Wild Life.* 7(3), 307–317.
- Godfrey, S., Matovu, K., & Ismail, L. (2023). *Effect Of Youth Unemployment And Crime Rates In Uganda , A Case Study Of Mityana District .* 7(3), 325–334.
- Godfrey, W., Silvia, N., Kazaara, A. G., Nelson, K., Christopher, F., Deus, T., Micheal, T., & Catherine, M. (2023). *The Effect Of Teacher ' s Instructional Methods On The Learners Academic Performance In Mathematics Subject In Secondary Schools , A Case Study Of Buwesswa Secondary School In Manafwa District.* 7(2), 100–107.
- Isaac, O., Kazaara, A. G., & Kazaara, A. I. (2023). *Assessment of the Effect of Workplace Conflict on Employees Performance and Organizational Productivity , a Case Study of Tororo General Hospital.* 7(3), 279–289.
- Kazaara, A. G., & Kazaara, A. I. (2023). *Assess The Impacts Of Inflation To The Development Of Societies . A Case Study of Kagadi District.* 7(3), 281–290.
- Lydia, N., Kazaara, A. G., Kazaara, A. I., Brenda, T., & Bafaki, G. (2023). *Promotion of Small-Scale Industries and Development of Business . A Case Study ; Masafu Subcounty (Busia).* 7(3), 240–245.
- Musaibah, N., Kazaara, A. G., Kazaara, A. I., & Deus, T. (2023). *The Organizational Factors Affecting Employee Performance in Non-Governmental Organizations in Uganda . A Case Study of the Uganda Women Parliamentary Association.* 7(3), 221–231.
- Nelson, K., Christopher, F., & Milton, N. (2022). *Teach Yourself Spss and Stata.* 6(7), 84–122.
- Ntirandekura, M., Ainebyoona, A., Registrar, D., District, B., & Commission, E. (2022). *HUMAN RESOURCE MANAGEMENT STRATEGIES AND ENHANCEMENT OF STAFF RETENTION IN PUBLIC SECTOR ORGANISATIONS : AN EMPIRICAL INVESTIGATION IN KABALE.* 6(7), 89–103.
- Ntirandekura, M., & Christopher, F. (2022). *Employee Welfare and Productivity of Bankers in Kabale Municipality , Kabale District : a Case Study of Equity Bank.* 6(7), 134–144.
- Ntirandekura, M., Friday, C., Mbisi, M. E., Nturanabo, M., & Muhammad, M. (2022). *Human Capital and Performance of Lecturers in Private Universities in Kampala District , Central Uganda.* 6(5), 185–195.
- Ntirandekura, M., Friday, C., & Muhammad, M. (2022). *Rewards and Staff Retention in Public Sector in Uganda: An Empirical Study from Kabale District Local Government. International Journal of Academic Management Science Research,* 6(7), 165–170.
- Paul, W., & Kazaara, A. G. (2023). *Assessing How Employee Job Rotation Affects Workers Productivity In Organizations . A Case Study of Action against Hunger , Kiryandongo District .* 7(3), 168–173.

Received: 19.02.2024

Accepted: 23.02.2024

Published on: 29.02.2024

- Polycarp, K., Kazaara, A. G., Kazaara, A. I., Prudence, K., & Nicholas, K. (2023). *The effect of loan defaults on profitability of financial institutions in Uganda : a case study of post bank , Anaka branch , Nwoya district*. 7(3), 172–178.
- Racheal, N., Enock, Z., & Kazaara, A. G. (2023). *Impact of quality financial reporting on an organization resource management: a case study of humuza holding limited kampala uganda* 1. 2(2), 408–425.
- Ronet, C., Micheal, T., Kazaara, A. G., Nelson, K., & Ismail, L. (2023). *Assessing of the Impact of Stock Controls on Management of Costs in Organizations ; a Case Study of Mukwano Group of Companies*. 7(2), 160–178.
- Tasha, N. A., Kazaara, A. G., Deus, T., Ismail, L., & Micheal, T. (2023). *The Impact Of Taxation On Small Scale Businesses On Performance Of Small Scale Businesses In Namungoona Parish , Kampala Uganda*. 7(3), 17–26.
- Winny, N. D., Kazaara, A. G., Kazaara, A. I., & Deus, T. (2023). *Effect Of Motivation On Employee Performance In Non- Government Organizations (NGOS): A Case Of Mbale City*. 7(3), 67–71.