
Organization Design And Employee Performance: A Case Study Of Bank Of Uganda

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Abstract

The purpose of this study was to examine the effect of Organization Design on employee performance in Bank of Uganda, centering on three elements of Organization Design that is, Organizational Structure, Rewards and Organizational Culture. The study adopted a correlational research design, since it sought to establish the relationship between Organization Design (Organizational Structure, Rewards and Organizational Culture) and employee performance. The study was also descriptive in nature since it sought to describe characteristics of a group of employees in Bank of Uganda. The sample size was 201 staff of Bank of Uganda out of an accessible population of 247. The data were collected through questionnaires which were statistically analyzed through descriptive, correlation and regression analyses. Qualitative data were obtained through interviews and open-ended questions in the questionnaires. The study found that organizational structure, rewards and organizational culture were all positively and significantly related to employee performance. It was therefore concluded that any improvement in organizational structure, rewards or organizational culture would lead to an increase in employee performance in Bank of Uganda and vice versa. The key recommendations are; Bank of Uganda should enhance its organizational structure, rewards and organizational culture simultaneously in order to improve performance of employees. The organizational structure should be modified, so that it is flexible enough to support employee involvement, allow more decision-making at lower levels, and encourage creativity and innovativeness. Bank of Uganda should also improve its rewards by revising its policies on promotion, training and recognition and also introducing performance-based pay. Lastly, Bank of Uganda should conduct leadership/ management assessments, in order to identify areas that require improvement, and provide training and development plans focusing on the specified areas. Management practices that encourage employee engagement should also be reexamined to further improve employee performance.

Keywords: Organization Design, Employee and Performance

Background to the Study

Organizational design has been defined differently by different scholars depending on their background. (Edgar & Moses, 2023) defines organizational design as "the result of shaping and aligning all components of an enterprise towards the achievement of an agreed mission". According to Robbins (2001), Organization Design deals with the construction and change of organizational structure to achieve organizational goals (Musaibah et al., 2023).

Armstrong (2009) describes organizational design as the process of deciding how an organization should be structured and function. The definition adopted for this study was Stanford's as it considers the alignment of organizational components that include organizational structure, rewards and organizational culture (Emmanuel et al., 2023). A reward is something of value that a person receives for doing something good or working hard. It is a material or

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psychological reward for completing tasks in the workplace (Tibamwenda, 2010). It can be considered as the basic expression of the employment relationship (Emmanuel et al., 2023). For this study, compensation was defined as what employees receive from the organization in exchange for completed tasks. Organizational culture is a core set of core values, beliefs, understandings and norms shared by employees (Ntirandekura & Alex, 2022). Core values and norms may relate to ethical behavior, commitment to employees, efficiency or customer service and provide the glue that holds organizational members together (Daft, 2010). Job performance, also known as employee performance, is the value of a set of employee behaviors that contribute positively or negatively to the achievement of organizational goals (Paul & Kazaara, 2023). The working definition used for this study was the achievement of objectives within a specified period. Employee performance has multiple aspects, but this study focused on achieving goals, providing timely information, and reporting accurately. These dimensions best described the situation that prevailed in BOU

Statement of the Problem

One of BOU's strategic themes is leadership, and it aims to have a supportive work environment, adequate reward structures and practices that support excellent performance and innovation (Ntirandekura et al., 2022). BOU strives to improve employee performance by implementing macro and micro structures, right sizing, improving employee compensation, recognizing outstanding performance through annual performance awards, developing skills, and adopting an organizational culture that encourages employee participation. Despite all the efforts mentioned above, the report on partially fulfilled or unfulfilled goals and delays in providing information appeared as an input for the effective performance of tasks (Ivan et al., 2023). In addition, inaccurate reports in both system and manually generated reports have also been reported (Ramadhan et al., 2023). The BOU performance monitoring report from July to December 2012 also lists a number of departments that face the challenge of slow response from staff and the provision of inaccurate information

Purpose of the Study

(F. Christopher et al., 2022).

Bank of Uganda (BOU) is the central bank of the Republic of Uganda. It was established in 1966 under the BOU Act 1966 and continued under the Bank of Uganda Act (Chapter 51) with the mission of promoting price stability and a sound financial system in Uganda. Basic functions of BOU include; issuing legal tender (Uganda shilling); regulation of the money supply through monetary policy; acts as a banker to the Government of Uganda and commercial banks; supervision and regulation of financial institutions (all commercial banks and deposit-taking microfinance institutions); management of external/foreign exchange reserves and foreign debt of the country and advisor to the government on financial and economic issues (Akankwasa et al., 2022). These functions are performed under the mandate of the Constitution, the Bank of Uganda Act (Chapter 51), the Deposit Accepting Microfinance Institutions Act, the Financial Institutions Act 2004, the Deposit Accepting Microfinance Institutions Act 2003 and the Foreign Exchange Market Act 2004.

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The purpose of this study was to investigate the effect of Organization Design on the performance of staff of BOU.

Objectives of the Study

1. To establish the effect of Organizational Structure on performance of staff of Bank of Uganda.
2. To establish the effect of rewards on performance of staff of Bank of Uganda
3. To examine the effect of organizational culture on performance of staff of Bank of Uganda.

Methodology

The researcher was interested in whether organizational design is related to employee performance in BOU (Lu et al., 2013). It was not intended to establish a definitive cause and effect relationship between the two variables, so the researcher used a correlational study design. The research was descriptive in nature because it was conducted in an organization to learn and describe the characteristics of a group of employees (Abiodun & Christopher, 2024). According to (Rasheed et al., 2022), it describes the who, what, how, when and where of the situation, so a systematic description will be obtained that was factual and as accurate as possible. Although this study has a triangulation approach, it was predominantly quantitative. Such an approach is applied when describing current conditions or when investigating relationships (Nafiu & Ph, 2012). A qualitative approach was adopted to enable the researcher to better understand not only how things are but also why they are the way they are (Olanrewaju & Abiodun, 2021). This was done through intensive and extensive interviews and discussions with key informants, where the researcher derived and described findings that support a better understanding of employee performance (Nafiu, 2012). A quantitative approach was used in the administration of the questionnaires. This technique was used to generate quantifiable data to describe employee performance in detail given that the sample size is not large (Jallow et al., 2021). For this study, the study population was 586 BOU employees from the organizational structure of the bank who could provide information relevant to the study. These included senior managers, middle managers, officers and administrative assistants. Out of 586 employees, the accessible population will be 247 and they will be employees based at the BOU headquarters in Kampala (Olanrewaju et al., 2021).

A sample size of 201 employees was initially selected from the available population of 247 employees. The sample size was determined using Krejcie and Morgan (1970) table (Amin, 2005) as below:

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Table 1: Sample Size and Selection

Category	Study Population	Accessible Population	Sample Size	Sampling Technique
Senior Management	97	31	28	Purposive sampling
Middle Management	152	77	63	Simple Random Sampling
Officers	286	114	86	Simple Random Sampling
Administrative Assistants	51	25	24	Simple Random Sampling
Total	586	247	201	

Source: Human Resource Department (Bank of Uganda) Report as at 6th November 2012

From Table 1, the sample selection was done by use of both random and non-random sampling techniques. The questionnaire for this study was carefully designed following the research objectives. It has mainly close-ended questions with three open-ended questions to allow collection of qualitative data as well (Jallow et al., 2021). The questionnaires were personally administered by the researcher to the respondents who collected them after one week. The researcher was thus able to collect a lot of information over a short period of time. Participants were approached and requested to fill the questionnaire (Aslam et al., 2022). They were informed that the survey was for study purposes only. It made explicit in the introductory section of the questionnaire that the information provided was treated with utmost confidentiality.

Data was collected through questionnaires which were distributed to the selected respondents and returned after being filled. Each questionnaire was then carefully scrutinized to ensure that they had been filled properly (Jallow et al., 2021). The questionnaire was coded with each code representing a response category for each item. The coding guidelines already provided by the Likert scale was applied. Data from the questionnaires were transferred into worksheets using the Statistical Package for Social Sciences (SPSS) where they were analyzed using descriptive statistics such as frequency tables in order to describe the variables in the questionnaire (Nelson et al., 2022). Following the descriptive statistics, a correlation analysis using the Regression Analysis was done to reveal the relationship between the variables under study. A correlation is the linear relationship between two quantitative variables and is derived by assessing the variations in one variable as another variable also varies (Sekaran, 2003).

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RESULTS

Table 2: Descriptive Statistics on Employee Performance

Goal Achievement	1	2	3
I am aware of the goals that I am expected to achieve	0.0%	1.4%	98.6%
I always meet the target goals	3.5%	4.2%	92.3%
I am able to do my work well with minimum time and effort however challenging it is.	2.9%	7.0%	90.1%
I take appropriate actions to achieve goals	0.0%	4.2%	95.8%
I create an environment that supports and encourages goal achievement	0.7%	4.9%	94.4%
I have the necessary strengths to achieve goals	0.0%	0.7%	99.3%
Timely Provision of Information			
I promptly get the information I need to execute my tasks	16.9%	8.5%	74.6%
I plan my work so that it is done on time	0.0%	2.1%	97.9%
I promptly provide information that is requested	0.7%	2.1%	97.2%
Accurate Reports			
Reports I prepare are always accepted with minor changes	5.6%	9.9%	84.5%
My reports always meet the required objectives	4.2%	7.7%	88.1%
The deadlines I am given enable me to present accurate reports	5.6%	19.8%	74.6%

Scale: 1 = Disagree 2 = Undecided 3 = Agree

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Findings in Table 2 indicate that almost all (98.6%) respondents agreed that they were aware of the goals they were expected to achieve while a few (1.4%) respondents were undecided and none disagreed. Majority (92.3%) of the respondents felt that they always meet the target goals, 4.2% were undecided while 3.5% did not concur. Most of the respondents (90.1%) felt that they were able to do their work well with minimum time and effort however challenging it was to which 7.0% were undecided and 2.9% disagreed. The greatest majority (95.8%) agreed that they took appropriate actions to achieve their goals while only 4.2% were undecided and none disagreed (Musaibah et al., 2023). When the respondents were asked whether they created an environment that supported and encouraged goal achievement majority (94.4%) affirmed to this, 4.9% were undecided while a negligible (0.7%) number disagreed. Still majority of the respondents (99.3%) agreed that they had the necessary strengths to achieve goals while 0.7% was undecided. This means that some staff were not aware of the goals they were expected to achieve and therefore they could not meet their target goals. This implies that some staff were not meeting their goals which adversely affects performance.

Regarding timely provision of information, 74.6% affirmed that they promptly got the information they needed to execute their tasks while 16.9% were in opposition and 8.5% undecided. When asked whether the respondents planned their work so that it is done on time a significant number (97.9%) were in agreement while 2.1% were undecided and none were in disagreement. 97.2% of the respondents felt that they promptly provided information that was requested (Faridah et al., 2023), 2.1% were undecided and 0.7% disagreed. This means that some staff of Bank of Uganda do not provide information on time. This implies that performance of some employees could be negatively impacted since the information needed to execute their tasks is not provided timely.

With regards to accurate reports, a significant number (84.5%) of respondents were of the view that the reports they prepared were always accepted with minor changes to which 5.6% disagreed and 9.9% undecided. Majority (88.1%) of the respondents affirmed that their reports always met the required objectives, 7.7% were undecided and 4.2% disagreed to this. On whether deadlines given enabled the respondents to present accurate reports 74.6% answered in the affirmative, while 16.9% disagreed and only 8.5% were undecided (Emmanuel et al., 2023).

Table 2: Centralization and Employee Performance in BOU

Centralization	1	2	3
Senior management maintains strong control of the affairs of the Bank	0.0%	2.8%	97.2%

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Most job activities are concentrated at the Bank's Head Office	1.4%	2.1%	96.5%
All actions at the lower level are subject to the approval of the Bank's top management.	14.1%	17.6%	68.3%
Key decisions are taken by the Bank's top management	.0%	0.7%	99.3%
Any change in the strategic direction of the Bank is decided by the Board or senior management	.0%	1.4%	98.6%

Scale: 1 = Disagree 2 = Undecided 3 = Agree

Results from Table 2 show that the majority (97.2%) of respondents affirm that senior management maintains strong control of the affairs of the Bank while only 2.8% were not sure. It is also important to note that key decisions are taken by the Bank's top management (99.3%) (T. Christopher, 2022). The results mean that all the affairs of the BOU are maintained by the senior staff and they take final decisions on behalf of the people that they lead. These findings are in line with the findings from the key informants' interviews with one of the Senior Managers who concurred:

The structure is hierarchical, kind of a pyramid. Power is not evenly distributed. It is concentrated at the top mainly with the Board and Executive Committee of Management, although for purposes of expediency some of that power at the top is delegated in a limited way down to some other lower levels of departments. (SMG1)

Findings from the interview above indicate that authority and power among leadership at BOU is not evenly distributed. Much of the authority is retained by the top management leaving less of it to subordinates at the lower level. This implies that the performance of employees will be dependent on decisions mainly made by top management at the organization (Faridah et al., 2023). Further, 96.5% felt that most job activities were concentrated at the Bank's Head Office, while 2.1% disagreed and 1.4% was not sure. The results mean that most of the Bank's job activities were centered at the Head Office with very few activities at the branches. Some of the key informants shared the same view and one had this to say: "Given the nature of work at Bank of Uganda most activities are better located at the Bank's headquarters where senior management can have an oversight of all activities in order to manage them effectively and enable decision making." (SMG4) This means that decision making over all the Bank's activities is made by senior management at the Bank's headquarters. The performance of all employees at Bank of Uganda therefore will be based on the overall decisions made by senior management and how timely these decisions are made (Moses et al., 2023).

Table 3: Formalization and Employee Performance in Bank of Uganda

Formalization	1	2	3
If a written rule does not cover some situation, we make up informal rules for doing things as we go along	11.1%	17.6%	71.3%
There are many activities in the Bank that are not covered by some formal procedure.	13.0%	15.4%	71.6%
The Bank has a very large number of written rules and policies	2.1%	4.2%	93.7%
In my experience, things at the Bank are done "by the rule book"	14.1%	12.2%	73.7%
I ignore the rules and reach informal agreements to handle some situations	72.5%	16.2%	11.3%
The Bank has formal communication procedures	1.4%	.0%	98.6%

Scale: 1 = Disagree 2 = Undecided 3 = Agree

Formalization was found to be high at the Bank with a significant number of respondents (98.6%) agreeing that the Bank has formal communication procedures and the rest (1.4%) in disagreement with this. The majority respondents (93.7%) affirmed that the Bank had a large number of written rules and policies, a few (2.1%) and (4.2%) disagreed and undecided, respectively. The results are an indication that the activities and decisions of the Bank are guided by senior management. This implies that most activities are determined by rules, policies and procedures which could affect timely provision of information and goal achievement.

Rewards and Employee Performance

Table 4: Financial Rewards and Employee Performance

Financial Rewards	1	2	3
My salary drives me to work harder	15.5%	14.8%	69.7%
I feel I am paid fairly considering the work I do	11.3%	12.0%	76.7%
I value the bonus (13th cheque) I receive at the end of the year when I do my job very well	1.4%	2.8%	95.8%
My benefits match both my needs and expectations	20.4%	17.6%	62.0%
The Bank's Retirement Benefits Scheme is an important factor in keeping me on my job	27.5%	16.9%	55.6%
I feel that pay increases are handled fairly	21.8%	16.2%	62.0%

Scale: 1 = Disagree 2 = Undecided 3 = Agree

Results from Table 4 show that majority (95.8%) of the respondents affirmed that they valued the bonus (13th cheque) they received at the end of the year when they did their job very well, 1.4% disagreed while 2.8% were undecided. It is also important to note that 76.7% felt that they were paid fairly in consideration of the work they did, 12% were undecided while 11.3% disagreed. A significant number (69.7%) agreed that their salary drove them to work harder, 15.5% disagreed while 14.8% were undecided. This means that different financial rewards motivate employees to perform (Racheal et al., 2023). The implication is once employees do not receive the type of financial rewards that motivate them then there will be unmet goals, delay in provision of information and inaccurate reports. Most of the key informants also felt the same way. One respondent said:

Currently the Bank mostly provides monetary rewards in form of pay increments and promotions as well as foreign trips.

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Table 5: Non-Financial Rewards and Employee Performance

Non-Financial rewards	1	2	3
My supervisor recognizes my good performance	4.9%	10.6%	84.5%
The Bank has frameworks for recognizing best performers	14.1%	23.9%	62.0%
The Bank provides me with parking space	73.9%	1.5%	24.6%
The Bank has promotional opportunities for its staff	13.4%	16.2%	70.4%
The Bank provides me with training and development opportunities	8.5%	2.8%	88.7%
Medical services provided by the Bank are very beneficial to me and my family	6.4%	4.2%	89.4%
My workplace provides a safe working environment	1.4%	2.1%	96.5%

Scale: 1 = Disagree 2 = Undecided 3 = Agree

Table 5 shows that 96.5% of the respondents affirmed that their workplace provided a safe working environment, 2.1% were undecided while 1.4% disagreed. When asked whether medical services provided by the Bank were very beneficial to them and their families, the greatest number of respondents 89.4% was in agreement while 6.4% was in disagreement and only 4.2% were undecided.

88.7% agreed that the Bank provided them with training and development opportunities, 8.5% disagreed and 2.8% undecided. These findings are similar with the findings from the key informants' interviews where one of the Senior Managers asserted:

Training is a big thing in the Central Bank; people can train until the day they die. It is an indirect benefit. The Bank many times acknowledges performance and rewards it through promotion although the system may not be very waterproof but there is a very clear method of identifying performers. The

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reward is by promotion of course.

Table 6: Correlation between Rewards and Employee Performance

			Rewards	Employee Performance
Spearman's rho	Rewards	Correlation Coefficient	1.000	.551 ^{**}
		Sig. (2-tailed)	.	.000
		N	142	142
	Employee Performance	Correlation Coefficient	.551 ^{**}	1.000
		Sig. (2-tailed)	.000	.
		N	142	142

^{**}. Correlation is significant at the 0.01 level (2-tailed).

Findings show a strong positive correlation ($r = .551$) between rewards and employee performance. The coefficient of determination ($\rho^2 = .303$) shows that rewards accounted for 30.3% variance in employee performance. These findings were subjected to a test of significance (p) and it is shown that the significance of the correlation ($p = .000$) is less than the recommended critical significance at 0.01 (Nelson et al., 2023). Thus, the effect was significant. Because of these findings, the hypothesis *there is a relationship between rewards and performance of staff* was accepted. Thus, the implication of the findings was that rewards *had a significant effect on employee performance at Bank of Uganda*.

Table 7: Leadership style and Employee Performance

Leadership Style	1	2	3
The leadership provides specific guidance to subordinates on what is expected of them and offers rewards when goals are achieved.	26.1	20.3%	53.6%
Leaders pay attention to each individual's need for achievement and growth by acting as a mentor/coach	28.1%	28.9%	43.0%
Leaders give subordinates complete freedom to solve problems on their own	39.4%	29.6%	31.0%
Leaders encourage subordinates to be innovative and creative in their duties.	21.2%	18.8%	60.0%
Leaders totally trust followers to perform the job themselves	33.8%	30.3%	35.9%

Leaders focus on adherence to standard rules and regulations	7.0%	8.5%	84.5%
Leaders talk optimistically about future goal attainment.	16.2%	10.9%	72.9%
Leaders only take action when things are not going as planned	49.3%	22.5%	28.2%

Scale: 1 = Disagree 2 = Undecided 3 = Agree

Table 7 shows that majority (84.5%) of the respondents agreed that leaders focused on adherence to standard rules and regulations to which 7.0% disagreed and 8.5% undecided. When asked whether leaders talked optimistically about future goal attainment 72.9% agreed, 16.2% disagreed while 10.9% were undecided. A substantial number (60%) of the respondents felt that leaders encourage subordinates to be innovative and creative in their duties, while 21.2% disagreed and 18.8% were undecided (Margaret & Kazaara, 2024). Findings indicate that leaders focused more on adherence to rules and regulations than encouraging subordinates to be innovative and creative in their duties. This implies that employee performance at BOU will be largely dependent on adherence to rules and regulations. These rules and regulations are spelt out in the Departmental Operations Manuals. These findings are similar to the observation made during interviews with key informants. According to one of the informants: *Leadership styles differ by the person who is in that leadership position so you might find each head of department having a different leadership style although at the Central bank we have formal structures, formal procedures.... You find those who allow staff to innovate and think of ways of doing things: that gives the staff motivation. Then you find those who say things must be done and then the person just does the work because they have been told to do so. (SMG3).* This means that a number of leadership styles exist in BOU. One such leadership style is the transformational leadership style which encourages innovation and creativity. Another leadership style is the transactional type which focuses more on adherence to standard rules and regulations. This implies that the performance of employees will be dependent on the leadership style that is predominant in a given function or department (Richard, 2022).

Table 8: Decision-Making and Employee Performance

Decision Making	1	2	3
During decision-making managers always get more information and advice from others including subordinates	26.8%	20.4%	52.8%
Decisions in the Bank are based on open discussion and debate of facts	42.2%	31.0%	26.8%
Managers share the problem with subordinates and get a solution supported by the majority	43.0%	33.8%	23.2%
When making decisions managers spend very little time consulting with colleagues	31.7%	31.7%	36.6%
Managers allow others to share their views but make decisions on their own	16.9%	30.3%	52.8%
Decisions are solely made by managers	30.3%	19.7%	50.0%

Scale: 1 = Disagree 2 = Undecided 3 = Agree

About half (52.8%) of the respondents agreed that during decision-making managers always got more information and advice from others including subordinates, 26.8% disagreed and 20.4% were undecided. Only 36.6% agreed that when making decisions managers spend very little time consulting with colleagues, while 31.7% disagreed and 31.7% were undecided. With regard to whether managers allowed others to share their views but made decisions on their own, 52.8% agreed (Ivan et al., 2023), 30.3% were undecided, while 16.9% disagreed. This means that major decisions concerning the activities of the bank were made by the top management. It implies that employee performance at the bank will be largely dependent upon the policies passed by top management. These finding were in line with those from key informants:

The Bank has a hierarchical structure but it does not have a command structure. It allows discussions and that is why so much time is spent in meetings. There are committees in

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place to share decisions and consensus building. ...management allows contribution of

ideas from the bottom, a consensus style. (SMG1). From the findings above, as much as the BOU has a hierarchical structure management involves employees at lower levels in decision-making through committees and meetings decisions are still made largely by top management. Implication of this is that decision-making is for the most part dependent upon the policies passed by top management and this could affect timely provision of information and goal achievement.

Table 9: Correlation between Organizational Culture and Employee Performance

			Organizational Culture	Employee Performance
Spearman's rho	Organizational Culture	Correlation Coefficient	1.000	.660 **
		Sig. (2-tailed)	.	.000
		N	142	142
	Employee Performance	Correlation Coefficient	.660 **	1.000
		Sig. (2-tailed)	.000	.
		N	142	142

**. Correlation is significant at the 0.01 level (2-tailed).

The findings present a strong positive correlation ($\rho = 0.660$) between organizational culture and employee performance. The corresponding coefficient of determination ($\rho^2 = 0.4356$) implies that organizational culture accounts for 43.6% variance in employee performance. The obtained significance value (p) of 0.00 implies that the relationship between the two variables is significant since it is less than the critical value of 0.01 in this case (Nicholas & Alex, 2024). Therefore, the hypothesis, *there is a relationship between organizational culture and performance of staff* was accepted. The findings imply that an improvement in the culture at Bank of Uganda was associated to a corresponding improvement in the performance of its employees.

Table 10: Effect of Organization Design (organizational structure, rewards and organizational culture) on employee performance

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Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.786 ^a	.618	.610	.786	.104

a. Predictors: (Constant), Organizational Culture,

The findings in the model summary show a strong linear relationship, (*Multiple R* = .786) between Organization Design (organizational structure, rewards and organizational culture) and employee performance. Since the *R* is considered to be one measure of the quality of the prediction of employee performance, a value of 0.786 indicates a good level of prediction by Organization Design (organizational structure, rewards and organizational culture) (Nelson et al., 2023). The coefficient of determination, $R^2 = 0.618$ means that 61.8% of the variation in employee performance at BOU is explained by variability in organizational structure, rewards and organizational culture. The rest (38.2%) is explained by other variables. The findings were subjected to an Analysis of Variance (ANOVA) test.

Table 4.18: ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.483	2	.741	74.563	.000 ^a
Residual	3.887	141	.028		

a. Predictors: (Constant), Organizational Culture, Organizational Structure, Rewards

b. Dependent Variable: Employee Performance

The results from the ANOVA table showed that the significance level ($F = 74.563$, $p = 0.000$) was less than the critical significance at the level of 0.05. This further confirms a strong linear relationship between the variables as seen from the table of correlation. Hence, the findings were accepted. To test further how each of them varied with employee performance, the table of correlation was presented (Table 10).

Conclusions of the study

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This study investigated the effect of Organization Design on employee performance. Three Organization Design sub-variables (organizational structure, rewards and organizational culture) were assessed in connection with employee performance. It was found that all three sub-variables have a significant and positive relationship with employee performance. Findings also revealed that an improvement in these sub-variables simultaneously results in a 61.8% improvement in employee performance. This led to confirm that an enhancement in the quality of Organization Design would result in improvement in the performance of employees. Drawing from the summary and discussion of findings in subsection 5.2 and 5.3, the researcher drew conclusions about the sub-variables under study. Conclusions on organizational structure and employee performance are presented first, followed by conclusions relating to rewards and employee performance, then those for organizational culture and employee performance.

Organizational structure and employee performance

The results of the study lead to confirm the hypothesis made by the researcher regarding the existence of a relationship between organizational structure and employee performance. This is evidenced by the strong linear and significant relationship that was found to exist between organizational structure and employee performance. Additionally, the unstandardized coefficient for organizational structure of

0.163 meant that any improvement in the quality of organizational structure, results in a 16.3% improvement in employee performance when all other independent variables are held constant and vice versa. Basing on this evidence, it can be deduced that organizational structure has a significant positive effect on employee performance at BOU. The null hypothesis was therefore rejected and the alternative accepted that a relationship between Organizational Structure and performance of staff exists.

Rewards and employee performance

The researcher hypothesized that a relationship existed between rewards and employee performance in Bank of Uganda. This hypothesis was confirmed by the results which indicated a significant and strong linear relationship between rewards and employee performance. The established unstandardized coefficient of 0.240 meant that rewards contributed 24% variance in employee performance when all other independent variables are held constant and vice versa. Therefore, an improvement in rewards, both financial and non-financial, would lead to higher employee performance and the reverse is true.

Organizational culture and employee performance

From the findings, it is evident that organizational culture does play a significant role in increasing employee performance in Bank of Uganda. Results from this study indicated a strong linear relationship between organizational culture and

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employee performance. Organizational culture was found to contribute 44.8% variance in employee performance when all other independent variables are held constant and vice versa. The significance value (.000) was less than the desired level of significance (0.05) hence the correlation was statistically significant. Important to note is that of all the independent variables under study organizational culture most affected employee performance ($t=8.889$). Hence the prediction made by the researcher that a relationship existed between organizational culture and employee performance. It is therefore essential that managers adopt an organizational culture that is favorable in order to improve employee performance.

Recommendations of the study

As much as the elements of Organization Design applied to this study indicated a positive and significant relationship, for employee performance to improve these elements have to be enhanced simultaneously. A focus simply on organisation structure seldom has the desired effect. It is therefore recommended that organizational structure, rewards and organizational culture should all be aligned in order to improve performance of employees. The recommendations below take into account all the views and findings of the study in respect of organizational structure and employee performance, rewards and employee performance, and organizational culture and employee performance.

Organizational structure and employee performance

The study findings indicate that the organizational structure of the Bank was highly centralized and formalized. Centralization and formalization come with some elements such as lack of employee involvement in various areas which could disadvantage employee performance. Some of these were evidenced in the responses from the open-ended questions where some of the challenges affecting employee performance were cited as inability to make decisions and bank bureaucracy. It is therefore recommended that the Bank modifies its organizational structure which is highly centralized and formalized, so that it is flexible enough to support employee involvement, allow more decision-making at lower levels, and encourage creativity and innovativeness, in order to improve employee performance.

Rewards and employee performance

Despite the fact that the study shows a significant positive relationship between rewards and employee performance, these could be enhanced further. While Bank of Uganda seems to have favorable rewards in place, the Bank should make an effort to further improve these rewards by revising its policies on promotion, training and recognition as evidenced by the findings from the qualitative data. In one of the interviews, it was established that rewards are not strongly linked to performance and therefore have not been used by the Bank to influence and guide employee performance in a desired direction. Introducing performance-based pay could further improve employee performance.

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Of the three sub-variables in this study, it was found that organizational culture had the strongest positive correlation with employee performance. Meaning an improvement in organizational culture would significantly lead to an increase in employee performance by 43.6%. Premised on this, Bank of Uganda should conduct a leadership/ management assessment in order to identify areas that require improvement, and then provide training and development plans focusing on the specified areas. Management practices that encourage employee engagement should also be reexamined, that way employee performance could further improve.

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