

**ORGANIZATIONAL CULTURE AND EMPLOYEE PERFORMANCE AT  
THE MINISTRY OF TOURISM, WILD LIFE AND ANTIQUITIES**

**BY**

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## DECLARATION

I, **Samuel Alfred Kizaalwa**, declare that this thesis is my own original work, except where acknowledged and that it has never and will never be presented to any other University for similar or any other degree award.

Sign.....

Date.....

## **APPROVAL**

We, the undersigned, certify that we have read and here by recommend for acceptance by Uganda Management Institute a dissertation titled “*Organizational Culture and Employee Performance at the Ministry of Tourism, Wild Life and Antiquities*” in partial fulfillment of the requirements for the award of the degree of Masters in Management Studies (Human Resource Management).

**Dr. Stella Kyohairwe, (PhD)**

Sign.....

Date.....

**Ms. Juliet Atwebembeire**

Sign.....

Date.....

## **DEDICATION**

This research work is dedicated to my family members; Victoria Kizaalwa, Joshua Kizaalwa, Jeremiah Bagiire, Robinah Joy Nabirye and Jemimah Peace Babirye who have stood by my side in times of difficulty.

To my late Parents; Eflance Nabirye and Yeremiah Bagiire, you always encouraged me to study and you had strong belief in me.

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## **LIST OF ABBREVIATIONS**

AWF	:	Africa World Fund
CVI	:	Content Validity Index.
DV	:	Dependent Variable
IV	:	Independent Variable
GDP	:	Gross Domestic Product
MPS	:	Ministerial Policy Statement
MTWA	:	Ministry of Tourism, Wild Life and Antiquities
SPSS	:	Statistical Programme for Social Scientists.
TMM	:	Top Management Meeting
UHTTI:		Uganda Hotel Tourism and Training Institute.
URA	:	Uganda Revenue Authority.
UWA	:	Uganda Wild Life Authority.
UWEC:		Uganda Wild Life Education Centre.
UWRTI		Uganda Wild Life Research Training Institute.

## ABSTRACT

The study examined the relationship between Organizational Culture and Employee Performance in Ministry of Tourism, Wildlife and Antiquities (MTWA). The study intended to examine the relationship between organizational values; organizational beliefs, organizational practices and employee performance at the (MWTA). The study adopted a descriptive cross-sectional research design where both quantitative and qualitative approaches were used. In this study 103 respondents were sampled and the total response was 68 making a response rate of 66%. Data was collected using questionnaires and interviews and analysis was done using descriptive statistics, regression analysis and correlation. Qualitative analysis was done using content analysis. Findings revealed that there is a positive significant relationship between organizational values ( $r=.452^{**}$ ), organizational beliefs ( $r=.639^{**}$ ), organizational practices ( $.358^*$ ) and employee performance at the Ministry of Tourism, Wildlife and Antiquities. The study recommended that: the organization should strengthen the culture of training. There is need for dedicated training and increase capacity building to achieve institutional goals. Lack of morale to work is eating up the Ministry. A system that rewards high performance and discourages mediocre performance should be put in place. There is need to design policies that are employee friendly. Given the limited funding, government should increase funding to the Ministry of Tourism, Wildlife and Antiquities. Performance feedback should be timely and continuous. Managers should be encouraged to engage in careful, systematic and professional planning and implementation of activities.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

The study examined the relationship between organizational culture and employee performance at Ministry of Tourism, Wild Life and Antiquities (MTWA). Organizational Culture is conceived as the Independent Variable (IV) while Employee Performance is conceived as the Dependent Variable (DV) of the study. Culture in any organization plays a significant role in realizing increased productivity and performance since it helps employees to feel at home. The set targets for each department are not being met. Whereas interventions have often been made to either amalgamate ministries and departments or separate them in Uganda public entities, Organizational Culture seems to be declining and this is creating employee performance gaps in terms of lack of will to work, absenteeism etc. (Kiiza, 2015). The chapter gives the study background, problem statement, purpose, objectives, research questions, hypothesis, the scope, significance, justification and operational key terms and concepts which are to be used during the study.

### **1.2 Background to the study**

The background is presented under four backgrounds, notably; the historical, theoretical, conceptual and contextual.

#### **1.2.1 Historical background**

In the 20th century, "culture" began as a dominant concept in anthropology, covering a level of human phenomena which cannot be attributed to genetic inheritance. "Explicitly, the term "culture" in American anthropology had two implications: (1) the evolved human ability to categorize and denote experiences with symbols, and to act creatively; and (2) the different

ways which people living in various parts of the world acted imaginatively and categorized or represented their experiences” (Schein, 2013). Differences are now made between physical artifacts generated by a society, its material culture and everything else, involving the intangibles e.g. language, customs, etc. that are the chief referent of the concept "culture.”

The origin of language, is understood as the human capacity of complex symbolic communication, and the origin of complex culture are often thought to stem from the same evolutionary process in early man (Van-Stuyvesant, 2007). Robin I. Dunbar suggested language evolved as early as man began to live in huge communities which necessitated the use of complicated communication to maintain social coherence (Umikeer, 1999). Language and culture emerged as a way of using symbols to build social personality and maintain consistency within a social group too large to depend on pre-human means of building community (for example, grooming).

Nevertheless, languages, perceived as a specific set of speech norms of a certain community, are part of a superior culture of a community which speak them. Individuals use language as a method of signaling character with a single cultural group and different from others. “Even amongst speakers of one language, some different means of using the language exist, and everything is used to show association with specific sub-groups in a bigger culture” (Ritchie, 2001). In the past, for example, during the 1950s and 1960s, employee performance was very vibrant with high productivity levels and this was majorly due to the stable working environment and persuasive organizational culture (O’conner, 2009).

Raymond Williams, (1921–1988) “developed cultural studies”. Richard Hoggart, coined the term in 1964 when he founded the Birmingham Centre for Contemporary Cultural Studies or CCCS. From 1970s onwards, Stuart Hall's innovative works, with his colleagues, formed an intellectual movement. As the field was established, it started to pool political economy,

communication, sociology, social theory, literary theory, film/video studies, cultural anthropology, museum studies, and art history to study cultural phenomena. In this field, scholars concentrate on how specific phenomena are related to issues of ideology, ethnicity, social class, and/or gender. Cultural studies relate to the implication and practices of daily life. These practices encompass means through which individuals organize specific aspects (e.g. watching TV, eating out) in a specified culture. It also studies the implications and uses individuals' characteristics to different objects and practices (Schein, 2011).

Researchers in UK and the US developed slightly differing forms of cultural studies after the late 1970s. The British type of cultural researches begun during 1950s and 1960s, mostly under the guidance of Richard Hoggart, E. P. Thompson, and Raymond Williams, later that of Stuart Hall and the rest at the Centre for Modern Cultural researches at the University of Birmingham (Robbins, 2000). It comprised political, left-wing views, and criticisms of common culture as "capitalist" mass culture; it engrossed some ideas of the Frankfurt School critique of the "culture industry" (i.e. mass culture).

Today, the organizational culture is mostly changing causing huge chances and problems to corporate practitioners and policy makers (Uddin, Luva, & Hossian, 2013). The argument today is that the World is changing rapidly and thus, the levels of employee expectation and satisfaction are also changing accordingly (Ritchie, 2000). This implies that organizational culture should change overtime to cope up with such dynamic changes in the 45World and meet the varying demand of employee expectations and satisfactions (Agwu, 2014). Ritchie, (2000) therefore, a supportive culture is considered as a motivational tool that encourages workers to perform smoothly and for better productivity. However, the biggest problem that faced organizations in the past was labour turnover but it had very little effect on performance as it is the case today (Denison, 1990). This is because in the past, people worked as a team, so the departure of one would not affect organizational performance so much (Schein, 2011).



However, in the present situation, there is a big problem of increased absenteeism, late reporting for duty and early departure following economic hardships attributed to insufficient remuneration to members of staff, and thus some of them have more than two jobs, a practice which has limited their concentration on their main job (Uddin, Luva, & Hossian, 2013). In Uganda, this situation is worse with government organizations as compared to private organization, scholars attribute this to efficient supervision of the private owned organizations. Presently, there is a problem of low productivity leading to low output as a result of minimal input from human capital in the organizations due to increased time wasting by the human resource as a result of absenteeism, chatting with friends on phones among others (Cascio, 2006). Organizational learning capabilities and performance efficiency are yet to yield new products, if innovative work force is employed instead of operational work force (Gunaraja, 2014). Innovation and Organization learning are the best important bases for improving performance in an organization as a result of competitive advantage.

Corporate culture is difficult to teach to workers in a traditional manner although it can be learned. It is ordinarily learnt in a clear set of corporate values, incentive systems, and methods in which individuals are controlled, the way they interconnect, how they prioritize. In this way, culture is a cause and effect of behavior in a company, as well as a key enabler of high performance in an organization (Umikeer, 1999).

### **1.2.2 Theoretical background**

This study was underpinned by Thomas Peters and Robert Waterman (2006) theory of organizational excellence. Thomas Peters and Robert Waterman(2006) state that organizational culture is closely tied to the success of an organization and thus integrates both the theory and practice. Many management theorists believed that adding parts of an organization would equal a whole organization, but Waterman and Peters knew a workplace needed interaction and

synthesis to be successful and not just mere addition (Lunenburg, 2011). Since management theories have a huge impact on how managers manage, Waterman and Peters sought to integrate management theories and practice with human beings and organizations (Gardner, 2011).

Peters and Waterman knew that common management theories played an important role in how anxious or afraid people were in their workplace (Lunenburg, 2011). Therefore, they developed a self-analysis tool for corporations to assess their standing, which often decreased fear and anxiety because corporations were in much better shape than originally thought (Denison, 1990).

Peters and Waterman identified several attributes that characterize a well performing organizations; a bias toward action; close to the customer; autonomy and entrepreneurship; productivity through people; hands-on, value-driven effort; sticking to the knitting; simple form, lean staff; and simultaneous loose-tight properties (Lunenburg, 2011). Additionally, Agwu, (2014) asserted that, organizational culture provides a powerful mechanism for controlling behavior by influencing how the employees view the world around them which could greatly influence their performance at their work places.

Denison, (1990) agrees that organizations do not exist in a vacuum but in a specific culture or socio cultural environment that influence the way their employees think, feel and behave. He affirms that corporate culture is a very powerful force that influences an employee's work life since it is the one that holds the organization together. Therefore, managers and employees are governed, directed and tempered by the organization's corporate culture which greatly influences their performance magnitude at their work place (Ritchie, 2000).

### **1.2.3 Conceptual background**

The study was based on two concepts that is organizational culture and employee performance. Organizational culture is a system of shared assumptions, values, attitudes, customs and beliefs, written and sometimes unwritten rules that govern how workers (labour force) behave in a given organization (Gunaraja, 2014). Organizational culture as a set of shared values, and norms influences the way employees in that organization think, feel, and behave in the workplace hence may have an impact on organizational performance (Cascio, 2006). The culture usually develops over time and is shown in the various ways such as in the way the organization conducts its business, treats its employees, customers, and the wider community; how freedom is allowed in decision making, developing new ideas and personal expression; how power and information flows through its hierarchy and how committed employees are towards collective objectives (Denison, 1990).

Any organizational culture that is good creates a good society and good citizens hence, the effect of culture has a big impact on citizens. Organizational culture is a folder that combines employees together and makes them part of the organization experience (Schein, 1990). For purposes of this study organizational culture referred to organizational values, organizational beliefs and organizational practices. Organizational values was measured in terms of innovation, team orientation and outcome orientation. Organizational beliefs was measured in terms of mode of work, policy and power. Organizational practices was measured in terms of structure, leadership and commitment.

On the other hand, employee performance is defined as whether employees execute their job duties and responsibilities well or not (Bulach, Lunenburg, & Potter, 2012). Many companies assess their employee's performance on an annual or quarterly basis in order to define certain areas that need improvement and it is a very critical factor in organizational success (Gunaraja,

2014). For purposes of this study, employee performance was measured in terms of timely task accomplishment, output per worker, output quality, targets achievements and efficiency.

#### **1.2.4 Contextual background**

This study was conducted at the headquarters of the Ministry of Tourism, Wild Life and Antiquities which is located at Rwenzori Towers, second floor, plot 6 Nakasero road, Kampala. The ministry is structured in such a way that it has a minister as head with one state minister, permanent secretary as the accounting officer of the ministry, the Director for Tourism, wild life and Antiquities, three commissioners of the technical departments of wild life conservation, Tourism development and Museums and Monuments. From 1992 to 2005, the ministry was named Tourism, Wild life and Antiquities. It then joined Trade and Industry ministry from 2006 to 2011. From 2012, it was re-named Tourism, Wild life and Antiquities, the status it holds to date. However, absenteeism, late reporting for work and early departures leading to; low output per worker, tasks not being completed in time, not up to standard quality of products and consequently targets not being met are evident at the Ministry (MTWA Report, 2016). Bearing in mind the changes within Ugandan public entities, organizational culture seems to be declining and this is creating employee performance gaps in terms of lack of will to work, absenteeism etc.(Kiiza, 2015). Entities like Uganda Wildlife Authority under Ministry of Tourism, Wild life and Antiquities has experienced employee performance gaps given the increasing levels of illegal trade in tourism products that the employees have failed to curb, for example many wildlife products are smuggled out of the country undetected due to poor coordination of various agencies/employees and lack of skills by law enforcers. 4,000kg of ivory between 2014 and 2015 was intercepted at various border points and points of entry (UWA, 2014). Uganda Revenue Authority (URA) and Uganda Police also impounded 4,310kg of ivory and rhino horns in 2015 (UWA, 2015). There seems to be an urgent problem that needs

to be addressed hence prompting the study, it is due to this background that the researcher wants to examine the relationship between Organizational Culture and Employee Performance at MTWA.

### **1.3 Statement of the problem**

Culture in any organization plays a significant role in realizing increased productivity and performance since it helps the employees to feel at home. The Ministry of Tourism, Wild life and Antiquities (MTWA), has tried to ensure good employee performance by enacting a vision, mission statement and its mandate to formulate and implement policies, strategies, plans and programmes that promote Tourism, Wild life and Cultural Heritage conservation for social economic development and transformation of the country (MTWA, Ministerial Policy Statement (MPS), 2016/17). But, one of the ineffective features of an organizational culture is the existing subcultures in the organization itself which lead to different views (Deal, Kennedy 1982). The culture in the Ministry of Tourism, Wild life and Antiquities includes beliefs, values and norms; a culture focused on quality, high performance and meeting the needs of customers and stakeholders. However, the existence of staff sub cultures that are not mindful of time management, output orientation, quality and target setting has caused the set targets not to be met. Whereas the Sector's overall focus is to bring more visitors to Uganda (MTWA Report 2015/16), MTWA set a target of 300,000 tourists arrivals for leisure, recreation and holiday in 2016 but only 208,000 were recorded, (MPS, FY 2017/18). Tasks are not being accomplished on time. Output per worker is being low, besides the output quality of products not being to the acceptable standards, resulting in lack of sustainable tourism (MTWA Report, 2016). Generally, Tourists arrivals to Uganda have reduced since the beginning of 2015 with a decline from 720,916 in 2014 to 571,865 in 2015, an equivalent of 20.7% drop (MTWA, 2016/17 Ministerial policy statement). Notable, in relation to tourism is that the trend of

distribution of International Tourists by purpose of visit indicates a drop in tourists' arrival for leisure, recreation and holiday from 18.7% in 2012 to 16.0% in 2015" (MTWA statistical abstract, 2016). Inadequate human skills in the tourism industry and un/under developed tourism products have been identified (MTWA Ministerial Policy Statement, 2016/17). Therefore, if the problem of performance persists, service delivery could be compromise. Upon this background, the study was carried out to investigate the relationship between Organizational Culture and staff performance in the Ministry of Tourism, Wildlife and Antiquities.

#### **1.4 Study Purpose**

The purpose of the study was to examine the relationship between Organizational Culture and Employee Performance in Ministry of Tourism, Wildlife and Antiquities

#### **1.5 Objectives of the Study**

The study was premised on the following research objectives:

- (i) To examine the relationship between organizational values and employee performance at the Ministry of Tourism, Wildlife and Antiquities
- (ii) To analyze the relationship between organizational beliefs and employee performance at the MTWA.
- (iii) To establish the relationship between organizational practices and employee performance at the Ministry of Tourism, Wildlife and Antiquities.

## **1.6 Research questions**

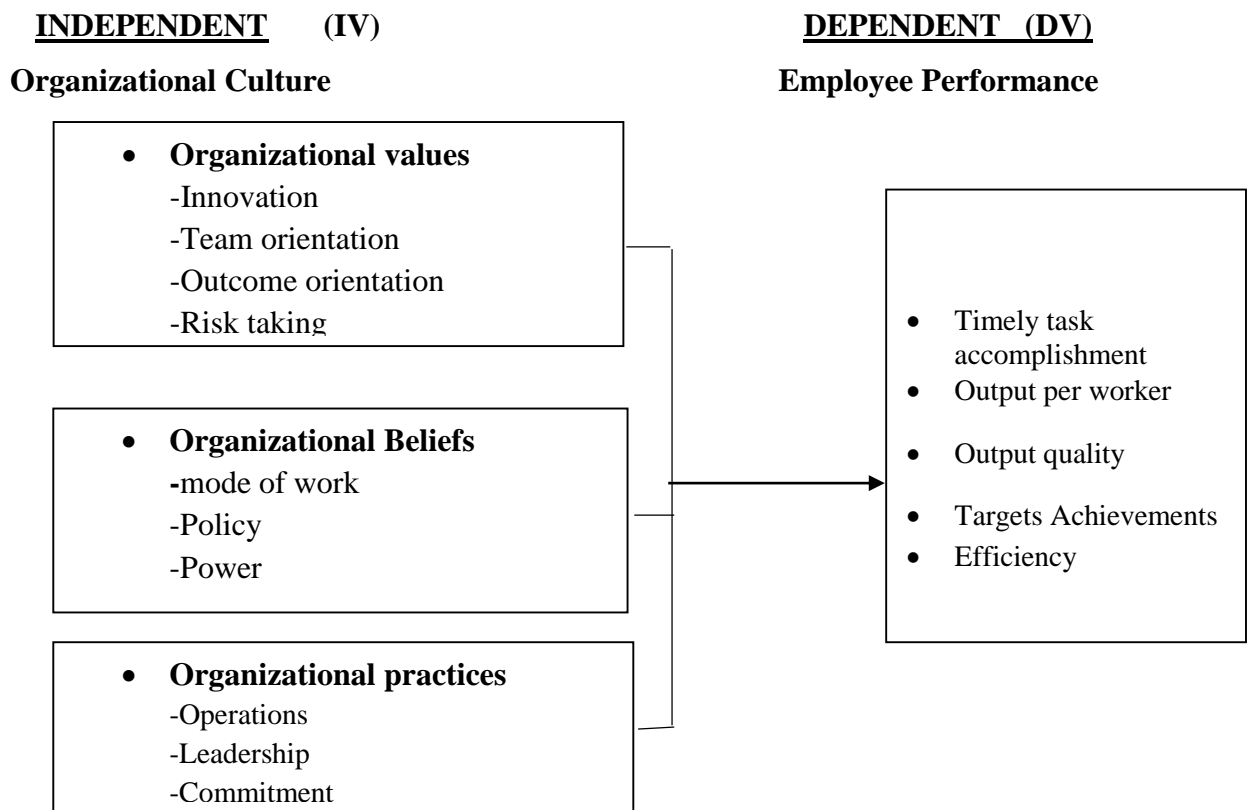
The study aimed at answering the following research questions:

- (i) What is the relationship between organizational values and employee performance at the Ministry of Tourism, Wildlife and Antiquities?
- (ii) What is the relationship between organizational beliefs and employee performance at Ministry of Tourism, Wildlife and Antiquities?
- (iii) What is the relationship between organizational practices and employee performance at the Ministry of Tourism, Wildlife and Antiquities?

## **1.7 Hypothesis of the study**

- (i) There is a positive significant relationship between organizational values and employee performance in public entities in Uganda.
- (ii) There is a positive significant relationship between organizational beliefs and employee performance in public entities in Uganda.
- (iii) There is a positive significant relationship between organizational practices and employee performance in public entities in Uganda.

## 1.8 Conceptual Framework



**Figure 1. 1: Conceptual Framework illustrating the relationship between Organizational Culture and Employee Performance**

*Source: Adopted from Awadh & Alyahya Illustration, (2013) and modified by the researcher.*

The above conceptual framework illustrates the relationship between the IV and the DV. The independent variable has three dimensions which are: organizational values, organizational beliefs and organizational practices. Organizational values was measured in terms of innovation, team orientation and outcome orientation. Organizational beliefs was measured in terms of mode of work, policy and power. Organizational practices was measured in terms of operations, leadership and commitment. The dependent variable, employee performance was measured in terms of timely task accomplishment, output per worker, output quality and targets.



## **1.9 Significance of the study**

Its findings shall be useful in the following ways:

They will make an input to the current debate on institutional culture.

This study will give the researcher practical analytical insight into the theory of practice. It will broaden the researcher's knowledge on organizational culture.

The findings will bring an insight to policy makers in coming up with policies which will foster the efficient operation of its employees. The study will act as a reference point for researchers who will pursue further research on organizational structure in companies in Uganda.

It might improve value to the body of existing knowledge thus, aiding further research and contribute to the existing literature on organizational culture.

The researchers' interactions with respondents will improve his knowledge, skills and understanding of research.

## **1.10 Justification of the study**

There are very few studies that have been done to establish the effect of institutional culture on employee performance in Uganda. The few existing studies elsewhere give mixed results for example see (Kopelman, Brief, & Guzzo, 1990) thus the need for this study to empirically establish the relationship between the organisational culture and the employee performance using a case study of the Ministry of Tourism, Wild Life and Antiquities. Given the growing employee performance gaps in the Ministry of Tourism, Wildlife and Antiquities in terms of absenteeism, there was need for an urgent research to examine the relationship between company culture and staff performance in the entity so as to find solutions.

## **1.11 Study Scope**

Its scope consists of geographical scope, content and the time scope.

### **1.11.1 Geographical Scope**

It shall be carried out in Kampala – Uganda at the Ministry of Tourism, Wildlife and Antiquities. The Ministry constitutes of three departments i.e. Tourism Development, Wild life, Museums and Monuments. The departments of Tourism Development and Wild life are situated at the Ministry headquarters, while that of Museums and Monuments is located at plot 5, Kira road, Kitante hill.

### **1.11.2 Content Scope**

The study focused on investigating the relationship between company culture and staff Performance at Ministry of Tourism, Wild Life and Antiquities. Organizational Culture is the IV and Employee Performance is the DV.

### **1.11.3 Time Scope**

The study focused on the period of five years i.e. 2013 - 2017. It is a period when the Ministry was separated from Trade and Industry and may have experienced various performance gaps.

## **1.12 Operational Definitions of Key Terms and Concepts**

**Employee Performance:** Employee performance is defined as successful execution of job duties and responsibilities by employees i.e. employers evaluate staff performance annually or quarterly to explain some cases which will require enhancement (Awadh & Alyahya, 2013). The degree of an achievement to which an employee fulfills the organizational mission at workplace is called performance (Cascio, 2006). Performance has been perceived differently

by various researchers, but most of the scholars relate performance with measurement of transactional efficiency and effectiveness towards organizational goals (Awadh & Alyahya, 2013). In this study, employee performance was measured by timely task completion, output per work, output quality, targets achievements and efficiency.

### **Organizational Culture:**

Daft (2010) defines Organizational Culture as a set of key values, assumptions, understandings, and norms that is shared by members of an organization and taught to new members as correct. Some organizational culture theories were written by Wallach, (1983) and categorized as; bureaucratic, innovative and supportive culture. It meant hierarchical lines of power that looked at control and power. Innovative culture has vibrant, exciting, problematic and risk-taking job environment, in spite of likely stress because of endless stress to attain goals. Organizational culture was measured in terms of organizational values, beliefs, and practices.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

The literature is reviewed according to its objectives, variables and the conceptual framework. Literature sources of which are reviewed are secondary data of the researched work on the study variables obtained from textbooks and on line Journal articles.

#### **2.1 Theoretical Review**

This study was underpinned by Thomas Peters and Robert Waterman, (2006) theory of organizational excellence. Thomas Peter and Robert Waterman, (2006) state that organizational culture is closely tied to the success of an organization and thus integrates both the theory and practice. Many management theorists believed that adding parts of an organization would equal a whole organization, but Waterman and Peters knew a workplace needed interaction and synthesis to be successful and not just mere addition (Lunenburg, 2011). Since management theories have a huge impact on how managers manage, Waterman and Peters sought to integrate management theories and practice with human beings and organizations (Gardner, 2011).

Peters and Waterman knew that common management theories played an important role in how anxious or afraid people were in their workplace (Lunenburg, 2011). Therefore, they developed a self-analysis tool for corporations to assess their standing, which often decreased fear and anxiety because corporations were in much better shape than originally thought (Denison, 1990).

Peters and Waterman identified several attributes that characterize a well performing organization; a bias toward action; close to the customer; autonomy and entrepreneurship;

productivity through people; hands-on, value-driven effort; sticking to the knitting; simple form, lean staff; and simultaneous loose-tight properties(Lunenburg, 2011).Additionally, Agwu (2014) asserted that, organizational culture provides a powerful mechanism for controlling behavior by influencing how the employees view the world around them which could greatly influence their performance at their work places.

Denison, (1990) agrees that organizations do not exist in a vacuum but in a specific culture or socio cultural environment that influence the way their employees think, feel and behave. He affirms that corporate culture is a very powerful force that influences an employee's work life since it is the one that holds the organization together. Therefore, managers and employees are governed, directed and tempered by the organization's corporate culture which greatly influence their performance magnitude at their workplace (Ritchie, 2000).

## **2.2 Review of Related Literature**

### **2.2.1 Employee Performance**

Employee performance is defined as successful execution of job duties and responsibilities by employees i.e employers asses their employee's performance on an annual or quarterly basis in order to define certain areas that will require improvement (Awadh & Alyahya, 2013). The degree of an achievement to which an employee fulfills the organizational mission at workplace is called performance (Cascio, 2006). Performance has been perceived differently by various researchers, but most of the scholars relate performance with measurement of transactional efficiency and effectiveness towards organizational goals (Awadh & Alyahya, 2013). In this study, employee performance was measured by timely task completion, output per work, output quality, targets achievements and efficiency. The literature under employee performance is reviewed under three sections which are efficiency and effectiveness, timely accomplishment of tasks and quality of work produced.

### *Efficiency and Effectiveness*

Armstrong, (2009) states that efficiency is a level of performance that describes a process that uses the lowest amount of inputs to create the greatest amount of outputs. It is related to use of every single input in the production of any output, i.e.; individual time and energy. This concept is measurable and is obtained by the ratio of useful output: total input. It decreases waste of resources e.g. materials, energy, time, and positively attaining output desired.

On the other hand, Armstrong, (2009) defines Effectiveness as a degree to which objectives are achieved and the extent to which targeted problems are solved. It is achieved without referring to costs, efficiency is doing the thing right, effectiveness means doing the right thing.

Logan, Faught. & Ganister, (2004) in their work titled Outsourcing a satisfied and committed workforce: A trucking industry case study defined employee performance as, a process in which one party perceives that its interests as an employee are being achieved. When people perceive that existence of differences, then a conflict exists. Employee performance means reflecting an affective attachment and involvement with the target have been shown to have greater benefit for that target than those based on concerns over social or economic costs. (Adams, 2006). Many scholars today could think of employee performance in terms of feelings of obligation. But, during the past 15 yrs., an agreement appeared which commitment ought to be understood as a multi-dimensional construct. Adams, (2006) came up with an early theory which has substantial attention. The three-component theory's base was on an opinion that existing definitions of commitment at that time showed at least three distinct themes: an affective emotional attachment towards an organization (affective performance); recognition of costs in relation to leaving an organization (continuance performance); and the moral obligation to remain with the organization (normative performance).

Though effects of employee performance are known, little attention is given to its ramifications for employees. Past studies were not systematic and their findings are inconsistent. Consistent findings relate to positive connections between affective performance and the wellbeing of the employee. The study gave a theoretical framework basing on a combination the three-component performance theory.

### ***Meeting deadlines/Timely Accomplishment of Tasks***

Prior to discussions on its effects on employees, it is crucial to clarify what is meant by timely accomplishment of tasks and to establish its various procedures and foci. Over the years, commitment has been conceptualized in various ways (Klein, 2007). For present purposes, the author adapted the method used in the well-established three-component through and viewed timely accomplishment of tasks as, a force that binds an individual to a target (social or non-social) and to a course of action of relevance to that target (Meyer &Becker, 2006).

The binding force may be felt in various ways (thus, can be possible by various mindsets), not forgetting: attachment to a target, a responsibility to the target, and responsiveness to costs related to halting association with the target. The study by Klein (2007) was based on a developed country yet the researcher carried out his study in a developing nation.

According to pate (2000), when assessing the implications of timely accomplishment of tasks for employee-relevant outcomes, we should look beyond indices of physical illness and psychological strain, or their absence, and include measures of personal growth and related indices of optimal functioning. Regrettably, the capacity to integrate this instruction in assessment of prevailing studies is inadequate because most of the researches to date focus on direct associations between commitment and different indices of physical, mental health or ill-health, the controlling effects of commitment on relationships between work stressors and indices of physical or psychological strain. Hence, the researcher gave an elaborated discussion

on various practices of well-being in the improvement of the general theoretical framework and recommendations for prospective studies.

According to Ostroff (2002), two competing arguments have been offered with regard to the nature of these moderating effects. An argument is that, a strong commitment gives staff a logic of purpose for their work and acts as a resource that buffers against the harmful effects of stressors. The opposing perspective is that, a strong commitment can increase employees' vulnerability to the negative effects of stressors i.e. commitment will have an exacerbating effect. Lazarus and Folkman (2004), accepted the double-edged way of commitment, saying, where a strong commitment gives morale to cope under certain conditions, it makes an individual particularly vulnerable to psychological stress in the area of that commitment. Although the earlier researches here mean "direct links," most studies to date are correlational thus, when a causal effect of commitment is obscure, it cannot be confirmed. The researcher responded to the limitations in depth ahead in the setting of future direction for research.

### ***Quality of Output (work produced)***

Raimo, (2001) examined the importance of producing quality work. The studies gave evidence for a buffering impact of use of resources in relation to company politics and workplace strain i.e., the relationship was strong for employees with weak as opposed to strong commitment to the organization. Irving & Coleman, (2003) tested the moderating effects of resource utilization in relation to role ambiguity and job tension. Although quality of work was negatively related to job tension, the relationship between role ambiguity and tension was strong for the more committed employees. Their findings were deduced as evidence for an exacerbating effect of conflicts on staff commitment. However, Raimo analyzed his data using content analysis a qualitative approach, compared to this study where data was analyzed from a quantitative aspect.



Several studies have now been conducted to examine the moderating effects of employee performance on work commitment (Organ, 2008). In long-term, it does not imply that studies were longitudinal, though some were. The findings of the studies were varied, several of them gave proof for a buffering result on performance. Still other studies have reported mixed results depending on the focus of the commitment (Organ, 2008). Studies indicate a positive relationship between quality of work produced to employee performance and indices of staff well-being, including overall physical well-being. The researcher finds no evidence to suggest that quality of work produced has detrimental implications for well-being. Hence, evidence states that having strong commitment to one's organization might yield positive effect on the quality of work produced. Few studies have looked at relations between employee performance and quality of work produced.

The other finding from the assessment is undesirable relationship between quality of work produced and staff well-being. From the above, companies could circumvent issues which lead to emergence of conflicts within the organization. While few companies can do it willingly, they can do so unintentionally through starting programmes aimed at fostering peace without addressing the issue of how resources should be utilized. This can create a conflict for employees who would like to escape from undesirable working conditions but are reluctant to incur the economic costs (Mudach, 2000). The researcher is of the view that such resource utilization techniques be reconsidered in view of findings the researcher has reviewed propositions that has been offered, and the quality of work is essential in fostering performance.

### **2.3.1 Organizational Values and Employee Performance**

Hellriegel (2014), states that values are stable basic views and ideas about specific aspects of life, which are significant to individuals. They make up the core of organizational culture (Van Stuyvesant and Meijen, 2015). They cannot be questioned and can be taken for granted because

people normally do not know them. People join organizations, exposed to them and are expected to adhere to them (Schein, 2010). There is special interest in the aspect of organizational 'culture' and its linkage with staff sense of 'commitment' to the organization. Writers in the Human Resource area speak progressively on the need to ensure performance by nurturing 'affective commitment,' or, simply put, an employee's desire to remain a member of a particular organization for motives beyond compensation or obligation (Dixon & Chung, 2014). The culture of commitment is not just a sum of corporate values.

Culture is related to overall company values, that is; not specific programs but how they fall into the organization's operations, it interacts with staff on values, and their understand of their own role in an organization and the value attached to employees' effort. Work culture relies on how one understands and feels hold together, it is hard to state what makes up an organization's cultural values.

Mann (2015), in his book on work place culture states that commitment-oriented corporate values depend on a number of objectives and subjective elements. He states that, commitments and cultures see staff as partners, recognize human needs of all staff, invest in individuals as a primary source of competitive advantage, suggest clear corporate mission, vision, strategy, goals, and objectives, pledge to long-term approach and individuals required to conduct it, compensate systems and managing styles to support the mission and approach, concentrate on managing the performance contract, not controlling the people, put a premium on staff participation in new ideas and innovation, concentrate on results, not on who acquires credit. In bridging the gap, values were looked at separately from the earlier study.

Similarly, Astin, (2013) confirms a strong link between corporate values and corporate attitude; these values are built on: skills development opportunities, systems which allow people to realize their effort, and systems which encourage greater involvement in making

decisions. But, literature supports the idea of individuals staying with their organizations if commitment culture is strong. Above this, people are likely to stay if they perceive the set organizational values are good “fit”.

Several professionals in the HR literature stress the necessity of good cultural values. Yet it is clear that taking a strategic attitude to HRM can require substantial resources, and can attest to be too resource-intensive for smaller businesses, specifically those which are too small to have a department dedicated to HRM, or even too small to have an executive exclusively devoted to HR Questions (Amooti, 2009). The study by Amooti, (2009) was purely a desk research which brings variations with the current study which basically adopted both primary and secondary data collection methods.

This aspect of corporate values has drawn attention to the long-neglected, “soft side” of company life. Culture is treated as an object of management action. Nzama, (2015) the contemporary student of organizational culture often takes the organization not as a natural solution to deep and universal forces but rather as a rational instrument designed by top management to shape the behavior of the employees in purposive ways. However, cultural values have not attracted the attention it deserves. Instead, emphasis has been placed primarily on the cultural and symbolic aspects that are relevant in an instrumental/pragmatic context (Umikeer, 1999).

Additionally, research on company values and symbolism is dominated by a pre-occupation with inadequate set of connotations, symbols, values, and ideas thought to be manageable and directed to effectiveness and employee performance in organizations. It is comprehensible, but there are two main dilemmas in this emphasis. First most aspects on company culture are ignored. It seems strange that the (major part of the) literature should generally disregard such values as bureaucratic ‘meritocratic’ hierarchy, unequal distribution of privileges and rewards,

a mixture of individualism and conformity, male domination, emphasis on money, economic growth, consumerism, advanced technology, exploitation of nature, and the equation of economic criteria with rationality (Van-Stuyvesant, 2007). Instrumental reason dominates; quantifiable values and the optimization of means for the attainment of pre-given ends define rationality (Stohn, 2005). The literature above does not create a linkage between organizational values and employee performance which was the center of focus in the current study.

According to Braxton, (2000), the values and ideas to which organizational culture research pays attention are primarily connected with the means and operations employed to achieve pre-defined and unquestioned goals. Secondly, subordinating company culture thinking defines instrumental concerns as it minimizes the ability of culture to support managerial action. Company values call for deliberations under the assumption that employee performance may decline if the values set by the organization are not upheld.

The above authors do not show some problems associated with poor organizational culture and place the idea into an inadequate version of the technical cognitive interest. The researcher strives for a ‘softer’ version of this interest for thinking following the two cognitive interests.

According to Bean (2004), cultures incorporate all good things in peaceful co-existence. Supplementary writers keen to appeal to practitioners concentrate on highly positive-sounding virtues, attitudes, and behavior valuable in attaining company goals as explained by management. They are helpful in character, minus thinking of any uncertainty of the virtue of culture. The thinking that culture is measured in terms of right and wrong comes in awkward proclamations like ‘the wrong values make culture a main liability’ has now been mentioned. Similarly, Bean (2014), argue that corporate values have a positive impact on employee performance when it points behavior in the right direction. Corporate value has a negative effect when it points to behavior in a wrong direction.

The researcher under this study focused on culture as an incorporated system of learnt behavior patterns that is an attribute of members of a society and that are not a consequence of biological inheritance.

### **2.3.2 Organizational Beliefs and Employee Performance**

Strong corporate beliefs may influence employees' performance in an organization hence, helping to the attainment of the institution mission (Dhladhla, 2011; Harrison, 2013). Luthans (2015), corporate beliefs need to be understood within the global context, as well as the Ugandan environment. The influence of national culture on organizational culture is sometimes ignored when analyzing organizational culture (Brenton & Driskill, 2011). Organizations face challenges like competition and surviving the current economic situations. In bridging the gap, organizations in Uganda should compete both nationally and on global market for them to be successful. However, given the diverging beliefs and variations in the corporate environment that involves technological advancements and demanding economic tendencies that explain the global market, employee performance in some companies is going down. "With the declining effect of the global economic recession; competition and survival of the fittest has significantly increased" (Grdinovac, 2010; Liu, 2010; Prabhu, 2010). Thus, various companies were supposed to restructure leading to pressure, strain and guilt on other staff. These feelings of pressure, strain, guilt and stress due to downsizing are a result of survivor syndrome (Luthans, Vogelgesang & Lester, 2006).

Stokes, (2014) pronounced that corporate beliefs refer to a system of shared meaning held by members of the organization that distinguishes one organization from another. It is believed that the shared meaning has 7 main features; innovation and risk - taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability. Organizational culture has the potential to enhance organizational performance, employee job

satisfaction and a sense of certainty about problem solving (Kotter, 2012). If it becomes incongruent with the changing expectations of internal/external stakeholders, the organization's effectiveness can decline (Ernst, 2001). In Uganda in the Ministry of Tourism, Wildlife and Antiquities, beliefs could mean a force for change or a barrier to it; thus, managers are called to make changes in a company's culture in supporting new ways of executing tasks.

Nelson & Quick (2011), organizational culture performs four functions: gives members a sense of identity, increases their commitment, reinforces cultural beliefs and serves as a control mechanism for shaping behavior. It should be noted that leaders shape and reinforce culture with what they attend to, how they behave, allocate rewards, hire and fire employees. Corporate beliefs and employees' performance are clearly related though the exact nature of this relationship is mixed, for example; Kopelman, Brief, & Guzzo (2013). Research indicate that a relationship between various cultural beliefs and employee performance have been inconsistent for time.

According to Bulach, Lunenburg, & Potter (2012), in their article on the effects of organizational culture on employee behavior and performance. It can be summarized as follows: first, understanding organizational culture makes employees understand the history of a company and current ways of doing things. Secondly, beliefs can enhance commitment and organizational values. Thirdly, beliefs, through its norms, work as control mechanism to direct behaviors toward desired behaviors and lastly, some types of company culture can be related to effectiveness and productivity than others. The impact of company culture on employee performance can rely on its strength and how largely and deeply employees hold corporate dominant values and assumptions. In a strong organizational culture, most employees across all sub-units in the Ministry hold these dominant values. These beliefs are institutionalized through well-established articles, hence, making it hard for these values to change. In addition,

strong beliefs tend to last; some can be referred back to company founders' values and assumptions. In contrast, organizations have weak culture when the dominant values are short-lived and held by a few individuals at the top in the company.

Robbins, (2001) corporate culture does not pop out of thin air and once it is established, it does not fade away. He also asserted that company founders have an effect impact on its early culture because they hold a vision of what the organization should be thus, the present study engaged the managers of the Ministry of Tourism, Wild Life and Antiquities on how they ensure that organizational culture is observed, acquired and used to encourage hard work of the employees thus, increasing the performance of their employees.

### **2.3.3 Organizational Practices and Employee Performance**

In many organizations, the current workplace has become a risky and unstable environment for employees (Ashkanasy, 2014) and as a result, employees' commitment levels are affected (Morrow, 2011), which in turn is likely to affect the success of the organization. Howell & Dorfman (2000, p. 22) & Wasti (2003), corporate practices have an effect on organizational commitment, influencing the effectiveness and efficiency of the organization. Thus, it is vital to evaluate organization's culture. Staff commitment to the organization was negatively affected because of poor existing practices and changes that can make the organizations failing to succeed during a recession. It is vital to assess degree of commitment of the organization, as staff who are committed are effective and efficient, sacrificing to attain organization's goals and objectives hence, organizational success.

Martins and Martins, (2014) state that corporate practices help to provide stability to an organization. This shows the essence of various corporate practices in aiding organizations dealing with multi-cultural workplaces. In dealing with diversity, key changes are essential like varying organizational culture, downsizing organizations and developing executives and

staff to work in an organization which varies from what was (Norris, 2013). Therefore, it would be important to understand corporate practices and employee performance in the present context. This is the first reason for the current study basing on the constructs of culture as given in the conceptual framework in chapter one.

Employees need to be considered for various practices within the organization which also have the potential to negatively affect employee performance (Fedor, Caldwell & Herold, 2006). Looking at the employees are expected to communicate with the organization and the global market with different unknown changes that may come in, organizational culture is expected to adapt to the external environment hence the level of employee commitment can be influenced by this interaction. Thus, it is vital to study the relationship between corporate practices and employee performance, in view of the ever changing effects of functioning in a global economy. Research done globally shows that corporate practices, cultures lead to increased levels of employee performance.

Martins & Martins (2013), in corporate values and whether individualized measures of power distance, collectivism, masculinity and uncertainty avoidance were related to employees' level of commitment within a government department responsible for the administration of tax revenue uncertainty avoidance was related to continuance commitment and power distance was related to normative commitment. Manetje and Martins, (2013) studied to determine the relationship between culture practices and employee's commitment, on 371 employees in a South African motor manufacturing organization, and established a positive relationship between the corporate practices and normative commitment. The results showed that "all dimensions of organizational culture reflected significant correlations with normative commitment except the existing achievement culture, and preferred power and support cultures.



The notion that corporate practices influence vital aspects like performance and commitment emphasizes the reason organizational culture is now a vital area in organizations. Ashkanasy, Wilderom & Peterson,(2011) research in the 1970's focused on the concept of organizational climate, while at the same time observing organizational culture not as a whole (in its current understanding) but in separate terms of roles, norms and values. Deal and Kennedy's, (2012) research on corporate culture ushered in an idea of organizational culture in its present form. They opine that, culture is an important aspect of all organizations, and is the most important contributor to an organization's success, even more so than the organization's business strategy, structure or politics. This is due to the assertion that a good fit between the employee's personality and the organization's culture was important (Nazir, 2005), leads to organization's success. It is assumed that a strong culture is firm, as the values and beliefs of the organization are shared dependably throughout the company. Brenton & Driskill, (2010) state that, Schein, (1992) identified the importance of values, practices and beliefs in organizational culture assumption are that employees bring their unconscious cultural assumptions, based on their cultural socialization, into their relevant organizations. It is crucial in Uganda's case as several cultures are present and employees come in with their culture with their own underlying on cultural assumptions into the organization.

The researcher noted that the share assumptions are not always questioned and the truth. Hence, for culture to develop, the organization should share these assumptions between individuals. Employees develop the assumptions from their experience which makes them adopt them.

## **2.4 Summary of the Literature**

Literature above confirms that various authors conducted different studies on organizational culture and employee performance. However, various gaps have been identified in reference

to reviewed literature which was bridged by the study, for Schein(1992), Brenton & Driskill, (2010) focused on socialization, norms, regulations and rules under culture yet this study focused on values, beliefs and practices. In bridging the gap, the study focused on organizational values, practices and beliefs as the key constructs. Most studies above used smaller samples, most of them adopted secondary data and in contrast the study used a big sample size and adopts both secondary and primary data. The other studies on this concept are based on developed countries with a well-developed private and public sector but the current study focused on Uganda. Other researches are qualitative and cannot guide us on the relationship between the study variables. The authors could not particularly look at the variables as given in this study. Considering the above, the current study focused on organizational culture and employee performance.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

The chapter presents the methodology that was used in collecting data and in investigating the research problem. These are; research design, population, sample size, selection of the sample size, sampling procedures and techniques, methods for collecting data, instruments for collecting data, data quality and control i.e. validity and reliability, procedure for data collection, analysis of data and measurement of variables.

### **3.1 Research Design**

Descriptive cross-sectional survey design was used in this study. This is because it involves collecting data from a cross-section of respondents at once. Kothari (2004) stated that cross-sectional survey; contains multiple wealth of details, totality and variation which allows the author to understand fully how and where intervention may have worked collectively with correlated general effects. The descriptive cross sectional survey designs validate emerging constructs and proposition in the data set; guiding the study of various units within the identified case by underlining the mechanism by which an incident is brought to being (Kothari, 2004). A cross sectional survey has a significant contribution to a researcher's own learning process through shaping the skills needed to do good research. The above design is usually the simplest and least costly alternative. Though proof may be hard to come by owing to absence of hard theory, learning is certainly possible (Kothari, 2004). The study also applied quantitative and qualitative approaches. Creswell, (2009) quantitative methods are more objective and help to investigate the relationships between the identified variables. The study applied qualitative approaches that involved in-depth probing and applying of subjectively interpreted data. As pointed out by Kothari, (2004) qualitative researchers aim to gather an in-depth understanding of human behavior and the reasons that govern such behavior.

The two approaches adopted in choosing samples, collecting data, data quality control and during data analysis. Triangulation was adopted for purposes of getting quality data. Triangulation means using more than one method to collect data on the same topic (Somekh & Lewin, 2005). This is a way of assuring validity of research through the use of a variety of methods to collect data on the same topic, which involves different types of samples as well as methods of data collection (Groves, Fowler, Couper, Lepkowski, Singer, Tourangeau, 2009).

However, the purpose of triangulation is not necessarily to cross-validate data but rather to capture different dimensions of the same phenomenon (Kothari, 2004).

### 3.2 Study Population

A population is the aggregate or totality of objects or individuals having one or more characteristics in common that are of interest to the researcher and where inferences are to be made (Amin, 2005). The population of Ministry of Tourism, Wildlife and Antiquities (MTWA) was 183 staff across the country. This excludes those in affiliated bodies like; UWA, UWEC, UHTTI and UWRTI. The study population comprised of 118 staff from Ministry of Tourism, Wildlife and Antiquities in Kampala (MTWA), human resource records, 2015). These are in the categories of (10 top management, 28 middle managers, and 80 lower level staff).

### 3.3 Sample Size and selection

The study was based on a sample of 103 from a population of 118. A sample of 103 was sufficient and this is supported by Krejcie and Morgan sampling frame (1970).

**Table 3. 1: Population, Sample Size, Sampling Techniques**

Category	Target population	Sample size	Sampling Technique
Top Level staff	10	10	Purposive
Middle level staff	28	27	Simple random
Lower level staff	80	66	Simple random
Total	118	103	

*Source: HR Manual Ministry of Tourism, Wildlife and Antiquities (2015)*

### **3.4 Sampling Techniques and Procedures**

#### **3.4.1 Simple Random Sampling**

Simple random sampling was employed to sample middle and lower level staff. According to Creswell (2009), simple random sampling ensures that every member has an equal chance of being recruited into the sample. A sample frame was constructed and respondents shall be sampled at random.

#### **3.4.2 Purposive Sampling**

Purposive sampling was used when sampling the top level staffs. According to Mugenda and Mugenda (1999), purposive sampling focuses on particular characteristics of a population that are of interest, which best enables the researcher to get answers to his research questions.

### **3.5 Data Collection Methods**

Primary and secondary data was obtained. In the current study, data was obtained using two key methods: the questionnaire survey method and the interview method.

#### **3.5.1 Questionnaire Survey**

A questionnaire is an instrument with a number of questions for purposes of getting data from respondents. Though they are often designed for statistical analysis of the responses, this it is not always the case. The researcher used the questionnaire survey because it is practical, large amounts of information can be collected, questionnaires data can easily be quantified, it is also a cheap way of collecting data, a large group of respondents is covered within a short time, it also allows in-depth research, to gain firsthand information and more experience over a short period of time (Kothari, 2004). The questionnaire was designed in a way that helped the researcher get information on the study variables (Groves et.al, 2009). Survey methodology is

both scientific and profession, meaning that some professionals in the field focus on survey errors empirically and others design surveys to reduce them (Earl-Babbie, 2013). The researcher used the questionnaire to explore issues on the variables of the study. The questionnaire was administered to middle level, and lower level staff.

### **3.5.2 Interviews**

According to Kothari (2004), interviews describe the life events and experiences of the respondents at MTWA. As Groves et.al., (2009) states; interviews are basically the correct technique to use when exploring sensitive topics, to create conducive environment for respondent to take part. The method constituted a crucial area of data collection where a face-to-face interview were used. Structured and semi structured interviews followed the why and how questions. Interviews were used because they have the advantage of ensuring probing for more information, clarification and capturing facial expression of the interviewees (Somekh and Lewin, 2005). Additionally, the researcher was given another chance to look at some of the aspects which were an over-sight in other instruments yet important for this study. The researcher used the interviews to explore issues on the study variables. The researcher sought to explore in details issues to do with values, beliefs and practices within MTWA. As to what values the ministry embraces, how innovative they are, how team work goes on, the mode of work and practices by the staff. The researcher interviewed 07 top level staffs who are responsible for policy formulation in the Ministry of Tourism, Wildlife, and Antiquities.

### **3.5.3 Documentary Review**

In the secondary analysis of qualitative data, good documentation cannot be underestimated as it provides necessary background and much needed context both of which make re-use a more worthwhile and systematic endeavor (Kothari, 2004). Secondary data is obtained through the use of published and unpublished documents (Junker and Pennink, 2010). Various

publications, magazines, newspapers, reports and other published information were reviewed by the researcher. The researcher reviewed the following documents: Ministerial Policy Statements (MPS), this is where MTWA indicates annual budget estimates, summarizes its planned outputs, expected performance and actual performances of the departments. The Tourism Sector Annual Performance Reports, where policies, strategies and monitoring services are and the Top Management Meetings Minutes where actual performances have been discussed. Ragin (2011), secondary data can be helpful in the research design of subsequent primary research and can provide a baseline with which the collected primary data results can be compared to other methods". According to Somekh and Lewin (2005), documents can be helpful in the research design of subsequent primary research and can provide a baseline with which the collected primary data results can be compared to other methods. The issues that were explored were as indicated in the study objectives or as laid down in the Independent Variable (IV) and Dependent Variable (DV) of the study.

### **3.6 Data collection instruments**

The key data collection instruments used were the documentary review check-list, interview guide and questionnaires.

#### **3.6.1 Questionnaire**

A questionnaire is a reformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives (Kothari, 2004). It was used basing on the fact that variables under study cannot be observed, e.g. respondents' views, opinions, perceptions and feelings. The questionnaire was equally used because the information had to be collected from a large sample in a short period of time yet the respondents could read and write (Bill, 2011). In this research, a self-administered questionnaire was used to draw information regarding the study. The researcher chose the questionnaire as a tool in that the

study was descriptive and the instrument was easy for data collection. The questionnaire consisted of closed ended questions purely structured in nature whose variables were measured on a 5 point Likert scale (5 strongly Agree, 4 Agree, 3 Not sure, 2 Disagree and 1 strongly Disagree). The 5 point Likert scale is the most appropriate way to formulate the different questions for measuring different items from different variables. The questionnaires were administered to 93 respondents who included middle level and lower level staff. A copy of the questionnaire is appended in the list of appendices labeled appendix (i).

### **3.6.2 Interview Guide**

Interviews were conducted during the study. An interview is a discussion between an interviewer and interviewee. It is an organized conversation aimed at gathering data about a particular topic (Junker and Pennink, 2010). The interview guide was used because it has the advantage of ensuring probing for more information, clarification and capturing facial expression of the interviewees (Ragin, 2007). The researcher interviewed 07 top level staff.

### **3.6.3 Documentary Review Check list**

A documentary review was applied in reviewing documentary data, which was got by use of published and un-published documents. According to Groves et al (2009), documents can be helpful in the research design of subsequent primary research and can provide a baseline with which the collected primary data results can be compared to other methods. Amin, (2005) notes “a documentary review checklist lists the documents that the researcher reviewed. Documentary data supplements primary data.

### **3.7 Pre-testing/Quality Control in Data Collection**

Data quality control techniques ensured validity and reliability of data collected; the instruments were pre-tested to ensure validity and reliability.



### 3.7.1 Validity

Validity refers to the truthfulness of findings or the extent to which the instrument is relevant in measuring what it is supposed to measure (Earl-Babbie, 2013). Qualitatively, validity of the instrument was established by use of Content Validity Index (CVI), where an expert scores the importance of the questions in the tool. Instruments that gave a CVI above 0.7 were within the accepted ranges. Index (CVI) was computed as below:

$$CVI = \frac{\text{Number of relevant items}}{\text{Total number of items}} \times 100$$

Qualitatively, the validity of the instruments was tested by giving the experts (supervisor) to assess the importance of all items in the tool to the objectives and rate all items on a scale of very relevant (4), quite relevant (3), somewhat relevant (2), and not relevant (1).

**Table 3. 2: Content validity Index Results**

Summary		Results	
		Test	Items
1	Variables		
	Organizational values	.844	6.0
	Organizational beliefs	.865	6.0
	Organizational practices	.799	7.0
	Employee performance	.756	5.0
a. Independent Variable: Organizational culture			
b. Dependent Variable: Employee performance			

**Source: Primary Data (2017)**

The Content Validity Index test was carried out and the test results revealed that organizational values had a validity result of .844, organizational beliefs had a validity test result of .865, organizational practices had a validity test result of .799 and lastly the dependent variable (employee performance) had a validity test result of .756. All the variables had results above the standard value of .70 (70%) which showed that all items in the instruments were valid.

### **3.7.2. Reliability**

Qualitatively, the instrument reliability was established through a pilot test of the questionnaire to ensure it is consistent and dependable if subjected to same tests after sometime and its ability to capture information that answers the objectives of the study. The results were subjected to a reliability analysis (Creswell, 2003). Quantitatively, the researcher ensured reliability by using the Cronbach's Alpha Reliability Coefficient test. After testing, if the values are 0.7 and above, the items in the instrument were regarded reliable. Basing on Cronbach's Alpha Coefficient, scale for the variables was reliable. In the case of psychometric tests, must fall within the range of 0.7 and above for the test to be reliable (Bill, 2011).

#### **Cronbach Alpha Test Results for the Questionnaire**

Reliability for questionnaire as a tool was determined by using the Cronbach Alpha Reliability Test. The results are tabulated in the table below.

**Table 3. 3: Cronbach Alpha Reliability Results**

Summary		Test	Items
1	Variables		
	Organizational values	.816	5.0
	Organizational beliefs	.890	6.0
	Organizational practices	.788	8.0
	Employee performance	.790	6.0
Independent Variable: Organizational culture Dependent Variable: employee performance			

**Source: Primary Data (2017)**

The Cronbach Alpha Coefficient test was carried out and the test results revealed that organizational values had a reliability test result of .816, organizational beliefs had a reliability test result of .890, organizational practices had a reliability test result of .788 and lastly the dependent variable (employee performance) had a reliability test result of .790. All the variables had results above the standard value of .70 (70%) which showed that all items in the instruments were reliable`.

### **3.8 Procedure of Data Collection**

An introductory letter from Uganda Management Institute was got by the researcher which introduced him before the respondents while collecting data from the field. He ensured information obtained is confidential because respondents' identities are not vital. Respondents

were allowed to react and thereafter, the researcher collected surveys the following day. He did not bribe respondents for them to participate in the research.

### **3.9 Data Analysis and presentation**

Qualitative and quantitative techniques of data analysis were employed. This was followed by an inductive content analysis which allows identification of themes and patterns of explicit words used in raw data and literature reviews (Ragin, 2007).

#### **3.9.1 Quantitative Data Analysis**

Data was analyzed using Statistical Package for Social Sciences (SPSS). SPSS has faster and easier basic function access, it has a wider variety of graphs and charts and it is easier to find statistical tests (Junker and Pennink, 2010). The analysis relied on both descriptive and inferential statistics. Quantitative data obtained from the questionnaires was computed into frequency counts and percentages. In which case, Pearson Correlation coefficient was used to analyze and test the hypotheses of the study. In addition, frequency distribution tables, mean, standard deviation were used in data analysis.

#### **3.9.2 Qualitative data analysis**

The descriptive statistics included use of frequency tables, mean, and standard deviation. To get the meaning of qualitative data interviews and document analysis, explanation building through content analysis was adopted, which describes keywords to construct meaning to the themes that are studied in a broader context. All primary data was thus structured through formation of categories and examining the theories fully to understand the variables of the study (Creswell, 2009). Through this lens, meaningful concepts and themes informed by the research questions were retrieved to create credibility to raw data to meaningful processed data and draw conclusion.

### **3.10 Measurement of study variables**

The independent variable and the dependent variable were measured on nominal scale (Likert scale). The choice of this assessment was that each point on the scale represents a numerical score that is used to assess the respondents' attitude and it is the most frequently used. Bill (2011), the Likert scale is able to measure perception, attitudes, values and behaviors of individuals towards a given phenomenon.

### **3.11 Ethical Consideration**

In keeping with standard research ethical requirements, immediately after the research proposal had been submitted and approved, the researcher obtained a letter of introduction from Uganda Management Institute. Using this letter, he then introduced himself to the MTWA management, in the study area and sought permission to conduct the study in their areas of jurisdiction. These leaders subsequently introduced the researcher to the potential participants in the study. The researcher then explained the nature and purpose of the study, and informed the potential respondents that they are free to participate in the study or not to. He assured them that whatever information they would provide, would be treated with utmost confidentiality and that it would be used exclusively for purposes of the study. In addition, the researcher assured the potential respondents that their identities would remain anonymous, and that if they so wished, they would have access to the final study report copies of which would be made available at Ministry of Tourism, Wildlife and Antiquities. The researcher also used research assistants to collect the data in order to avoid bias since the researcher is an employee of Ministry of Tourism, Wildlife and Antiquities. All this was done partly to win the confidence and trust of the respondents and to ensure that their rights were protected.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.0 Introduction

This Chapter presents the findings, analysis and interpretations to the findings. The findings are presented according to the objectives of the study. The study once more focused on examining the relationship between Organizational Culture and Employee Performance in Ministry of Tourism, Wildlife and Antiquities. The study was premised on three objectives which are: to examine the relationship between organizational values and employee performance at the Ministry of Tourism, Wildlife and Antiquities, to analyze the relationship between organizational beliefs on employee performance at the MTWA and to establish the effect of organizational practices on employee performance at the Ministry of Tourism, Wildlife and Antiquities..

#### 4.1 Response Rate

Presentation of tabulated data according to respondents' response rate\

**Table 4. 1: Response Rate**

Instrument	Target	Actual Response	Response rate
Questionnaire	93	61	65.6%
Interviews	10	07	70%
Total	103	68	66%

Source Primary Data (2017)

Table 4.1 above presents the response rate from the study. The number of questionnaires distributed were 93 and 61 were returned making a response rate of 65.6%. Face to face

interviews were carried out with the respondents; in total 07 respondents were interviewed. Creswell (2003) notes that a response rate above 50% of the target number is adequate.

#### 4.2.0 Background Demographic Characteristics

This section presents findings on demographics of the respondents, namely; gender, age, education, working experience, and position of the respondents, below:

#### 4.2.1 Gender characteristics of the Respondents

The gender characteristics of respondents were investigated for this study, and findings are presented in Table 4.2.

**Table 4. 2: Summary statistics on the gender of the Respondents**

		Frequency	Percentage
Valid	Male	28	45.9
	Female	33	54.1
	Total	61	100.0

*Source: Primary Data (2017)*

*N=61*

Table 4.2 shows that the majority of the respondents were female (54.1%) and male were (45.9%). Although the gender findings indicated a discrepancy in favour of females, the study was representative of all sexes since both males and females were included in the study sample.

This implies that MTWA is an equal opportunity employer that does not discriminate on grounds of sex.

#### 4.2.2 Age of the Respondents

The study looked at age distribution of the respondents by age using frequency distribution.

The results obtained on the item are presented in table 4.3 below

**Table 4. 3: Age of the Respondents**

		Frequency	Percent
Valid	18-28	11	18.0
	29-35	20	32.8
	36-50	29	47.5
	50 Above	1	1.6
	Total	61	100.0

Source: primary data (2017)

N=61

From the above table, the majority of respondents who took part in the study were between 36-50 years implying that 47.5%, 32.8% were between the age of 29 -35, those between 18-28 years were 18% and those that were above 50 years were 1.6%. This shows that 81.9% of respondents were 29 years and above with only 18% below 29 years. This indicated that all categories of respondents in reference to different age groups were represented in this study.

#### 4.2.3 Respondents by Highest Level of Education

The table 4.4 presents the summary statistics on level of education of the respondents.

**Table 4. 4: Distribution of Respondents by Highest Level of Education the Respondents**

		Frequency	Percent
Valid	Masters	10	16.4
	Bachelors	30	49.2
	Diploma	13	21.3
	Certificate	6	9.8
	Others	1	1.6
	Total	60	98.4
Missing	System	1	1.6
Total		61	100.0

Source: primary data (2017)

N=61

The majority of the respondents were Bachelor's degree holders making a total percentage of 49.2%, the respondents with Masters were 16.4% and the respondents with Diplomas were



21.3% and the certificate holders were 9.8%. These results indicate that the respondents had good qualifications and the right skills and knowledge to deliver. Besides, the respondents were able to understand, read, interpret the questionnaire and gave relevant responses.

#### **4.3.0 Empirical Results on Organizational Culture and Employee Performance at the Ministry of Tourism, Wildlife and Antiquities**

In this section, the empirical results for each of the specific research objectives are presented, analyzed and interpreted with an overall goal of demonstrating how organizational culture influences employee performance at the Ministry of Tourism, Wildlife and Antiquities.

##### **4.3.1 Objective One: organizational values and employee performance**

The items were structured basing on the objectives of the study. Items were measured on a five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree and analyzed basing on 11 items which are statistically tabulated and presented in the table below with the frequencies and percentages according to the responses collected.

**Table 4. 5: Summary Statistics on organizational values**

<b>Items</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Mean</b>
There is innovation at the Ministry of Tourism, Wild Life, and Antiquities	13 (21.4%)	15 (24.6%)	30 (49.1%)	3.24
My supervisor initiates and gets involved in innovative activities	11 (16%)	8 (13.1%)	41 (67.2%)	3.63
I take interest to be innovative and I always inform my supervisor	11 (4.9%)	5 (8.2%)	50 (81.9%)	4.15
There is team orientation at the Ministry of Tourism, Wild Life, and Antiquities	12 (19.7%)	7 (11.5%)	37(60.7%)	3.80
The staff are always informed of the usefulness of working in teams	11(18.1%)	10 (16.4%)	38 (62.3%)	3.79

They always get informed of the need to produce results	9 (14.8%)	6 (9.8%)	40 (65.6%)	3.85
They understand the organizational goals	10 (16.4%)	8 (13.1%)	39(63.9%)	3.80
Deadlines are always set to achieve results	5 (8.2%)	8 (13.1%)	45 (73.8%)	4.03
They always work towards achieving the goals of the organization	9 (14.7%)	4 (6.6%)	43 (70.4%)	4.20
They always get encouragement to undertake risky ventures in the course of work	9 (14.8%)	6 (9.8%)	44 (72.1%)	3.88
They often get appreciated for the risky activities they undertake	16 (26.2%)	6 (9.8%)	36 (69%)	3.51

*Source Primary Data (2017)*

*N=61*

As to whether there is innovation at the Ministry of Tourism, Wild Life, and Antiquities, interview findings indicated that cumulatively, the larger percentage (49.1%) of the respondents agreed, 24.6% were neutral and 21.4% disagreed. The mean = 3.2 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that the respondents agreed that there is innovation at the Ministry of Tourism, Wild Life, and Antiquities although it is seen not to be on a large scale.

In connection to the above, one of the Commissioners noted:

*“Tourism is considered number four as a driver of development in the country besides agriculture, health and education. Innovations have been put in place towards preservation of heritage in this country both natural and cultural”.*

In support to the above statement, the 58<sup>th</sup> Top Management Meeting (TMM) minutes of 10<sup>th</sup> May, 2016 mention that:

*“Among the innovations the MTWA has made include; birding, tourism expo, miss tourism, besides new policy initiatives on domestic tourism such as clusters, celebration of wildlife day....”*

Relatedly, the MPS for FY 2016/17 mentions that:

*“The tourism sector had finalised the Tourism Master Plan and the Tourism Sector Strategic Plan which will guide the operations of the sector”.*

In relation, Umikeer (1999) notes that promoting heritage for tourism development needs to be a priority in growing economies.

Further, respondents were asked whether the supervisor initiates and gets involved in innovative activities (16%) disagreed, (13.1%) were neutral while (67.2%) agreed. The mean = 3.63 above the median score, three, that indicated that the supervisor initiates and gets involved in innovative activities although they are hampered by inadequate funding. This was affirmed by one senior officer when he said that:

*The supervisor initiates and gets involved in innovative activities however at the National Museum, supervisors are reluctantly involved in supervision given that the motivation is poor as a result of the little funding due to budget cuts”.*

In support to the above interview statement of little funding, the Ministerial Policy Statement (MPS) for FY 2016/17 indicates that *“MTWA approved budgets were; 11.837Bn Ushs for FY 2014/15, 19.401Bn Ushs for FY 2015/16 and reduced to 16.439Bn Ushs for FY 2016/17”.*

Motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action.

With regard to whether they take interest to be innovative and always inform the supervisor, cumulatively the larger percentage (81.9%) agreed, (8.2%) were neutral with (4.9%) disagreeing. The mean = 4.15 which corresponded to agreed indicated that they take interest to be innovative and always inform their supervisors, but the issue of resources.

Likewise, one of the senior administrators noted that:

*“they take interest to be innovative, innovative ideas adopted to ensure progress include developing cultural sites, looking for donors could be a solution if the department was autonomous and had an account for itself”.*

According to the AWF Report (2016), developing cultural sites, looking for donors could be a solution to the financial challenges in the MTWA.

As well, the Report on Wildlife Crime: A review of the evidence on the Drivers and Impacts in Uganda (2015), indicates that the Ministry is trying its role of developing tourism areas and conserving wild life in Uganda.

This is supported by the MPS for FY 2016/17 where it is stated that:

*“We are committed to develop and promote tourism, wildlife and cultural heritage resources for enhancement of Uganda as a preferred tourist destination with accelerated sector contribution to the national economy”.*

As to whether there is team orientation at the Ministry of Tourism, Wild Life, and Antiquities, cumulatively the larger percentage (60.7%) agreed, (11.5%) were neutral with (19.7%) disagreeing. The mean = 3.80 meant that the respondents agreed that there is team orientation at the Ministry of Tourism, Wild Life, and Antiquities.

However, Interviewee findings contradict questionnaire findings as evidenced from words of one of the interviewee when she said:

*“Team orientation is poor, team building meetings that used to take place on monthly basis are no longer there. There is no team work in lower staff, may be because they rarely move out to the field”.*

Equally, other Interview findings revealed that:

*“The problem is funding that is affecting team work, you cannot expect a poorly paid person to have morale when is not sure of what to put on table for his family”.*

This is further supported by the minutes of the 60th Top Management Meeting of 20th September, 2016 where it is stated:

*“The following were the critical challenges; attitude of staff towards work, professionalism, enthusiasm, time management and working as a team”.*

In support, AWF (2015) considers motivation to be synonymous with cognitive engagement, which he defines as “voluntary uses of high-level self-regulated learning strategies, such as paying attention, connection, planning, and monitoring.

With respect to whether they are always informed of the usefulness of working in teams, cumulatively the larger percentage (62.3%) agreed, (16.4%) were neutral while (18.1%) disagreed. The mean = 3.79 which corresponded to agreed indicated the majority of the respondents agreed that they are always informed of the usefulness of working in teams.

However, one of the Commissioners noted that:

*“team building is being affected by shortage of funds, the little money is not spread overin the departments, team work is among the technical staffs and not the other staff, maybe it is because they are funded and do go to the field”.*

Many scholars today might think of employee performance simply in terms of feelings of obligation or emotional attachment and not teamwork yet this is the most significant.

Responses to the question as to whether they always get informed of the need to produce results (65.6%) agreed, (9.8%) were neutral while (14.8%) disagreed. The mean = 3.85 above the median score, three indicated that they always get informed of the need to produce results. The findings signify that there is employee – supervisor relationship.

However, a senior respondent noted that:

*“Output is affected by reward policy and attendance is poor because motivation at the National museum is poor, so salary should be improved”.*

Furthermore as to whether they understand the organizational goals, it was found that cumulatively, the larger percentage (63.9%) of the respondents agreed, (13.1%) were neutral and (16.4%) disagreed. The mean = 3.80 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that the respondents agreed that they understand the organizational goals. This implies that the leadership takes trouble to explain the organization existence.

With regard as to whether deadlines are always set to achieve results (8.2%) disagreed, (13.1%) were neutral while (73.8%) agreed. The mean = 4.03 above the median score, three, that indicated that the deadlines are always set to achieve results although research findings reveal that set targets are not met.

This was supported by words of a respondent that:

*“Deadlines are always set to achieve results, but sometimes not achieved due to lack of morale amongst the employees”.*

It is further supported by the 58<sup>th</sup> Top Management Meeting of 10<sup>th</sup> May 2016 where it is stated:

*“The performance of the sector will be around 75% at the end of the FY, which statement received reactions that the ministry could not perform any better given that only 70% of the budgeted resources were released for implementation of planned programmes”.*

With respect to whether they achieve the goals that they work for, cumulatively the larger percentage (70.4%) agreed, (6.6%) were not sure while (14.7%) disagreeing. The mean = 4.20 above the median score indicated that the Organization works towards achieving its goals, though findings show that set targets are not realised. Equally, this is supported by documentary review of the Annual performance report of 2015/16 FY, where it reveals that:

*“the Tourism Sector is facing challenges of prescribing strategies that can unlock the natural and cultural tourism assets Uganda is endowed with in order to attain middle income status by 2020”.*

Furthermore as to whether they always get encouragement to undertake risky ventures in the course of work, cumulatively the larger percentage (72.1%) agreed, (9.8%) were not sure, while (14.8%) disagreed. The mean = 3.88 meant that the respondents the respondents agreed that they always get encouragement to undertake risky ventures in the course of work. The implication is that it is out of new ventures that the staff are receiving support. In support to the above, one of the respondents said:

*“The staff in my department take initiatives to write proposals that have seen projects brought on board which have been funded and contributed to tourism development”.*

With respect to whether they often get appreciated for the risky activities they undertake, cumulatively the larger percentage (69%) agreed, (9.8%) not sure while (26.2%) disagreed. The mean = 3.51 which corresponded to agreed indicated the majority of the respondents agreed that they often get appreciated for the risky activities they undertake, which could be the reason why the organization is moving on.

#### 4.10 Hypothesis Testing One:

Hypothesis one stated that there is a positive significant relationship between organizational values and employee performance at the Ministry of Tourism, Wildlife and Antiquities. The hypothesis was tested using the Pearson correlation coefficient and the regression analysis, results of the hypothesis are given below:

**Table 4. 6: Correlation Matrix for organizational values and employee performance at the Ministry of Tourism, Wildlife and Antiquities**

#### Correlations

		Organization al values	Employee performance
Organizational values	Pearson Correlation	1	.452**
	Sig. (2-tailed)		.004
	N	61	61
Employee performance	Pearson Correlation	.452**	1
	Sig. (2-tailed)	.004	
	N	61	61

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

*Source: Primary Data (2017)*

*N = 61*

The results in table 4.6 showed that the coefficient was .452\*\*. This implied that organizational values influence employee performance at the Ministry of Tourism, Wildlife and Antiquities. Therefore according to the results there is a positive significant relationship between organizational values and employee performance at the Ministry of Tourism, Wildlife and Antiquities. This implies, the alternative hypothesis that was earlier stated in chapter one is upheld. The correlation coefficient is a numerical way to quantify the relationship between two variables, i.e. the independent and dependent and it is indicated by the symbol R. The correlation coefficient is always between -1 and 1, thus,  $-1 < R < 1$ . The hypothesis is rejected if the earlier hypothesis was alternate meaning the finally tested hypothesis is null and the vice versa.



A regression analysis was further done to determine the strength of the relationship between organizational values and employee performance at the Ministry of Tourism, Wildlife and Antiquities. Results are presented in the table 4.7 below:

**Table 4. 7: Regression Analysis for organizational values and employee performance at the Ministry of Tourism, Wildlife and Antiquities**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.452 <sup>a</sup>	.204	.183	15.78039

a. Predictors: (Constant), Organizational values

**Source Primary Data (2017)**

The Adjusted R square value is 0.183; this implied that organizational values explained only 0.183 of employee performance. Therefore organizational values predict employee performance at the Ministry of Tourism, Wildlife and Antiquities by 0.183. From all the results the alternate hypothesis earlier stated in chapter one that there is a significant relationship between organizational values and employee performance at the Ministry of Tourism, Wildlife and Antiquities is therefore upheld.

**4.3.2 Objective Two: organizational beliefs and employee performance**

The items were structured basing on the objectives of the study. Items were measured on a five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree and analysed basing items which are statistically tabulated and presented in the table 4.8 below with the frequencies and percentages according to the responses collected.

**Table 4. 8: Summary Statistics on organizational beliefs and employee performance**

Items	Disagree	N	Agree	Mean
The mode of work at the Ministry of Tourism is improved	13 (21.3%)	10 (16.4%)	33 (54.1%)	4.26
The organization norms favor all workers when it comes to work	12 (29.5%)	11 (18%)	40 (47.6%)	3.18
Staff in this organization know guidelines to their duties	14 (23%)	11 (18%)	31 (50.8%)	3.89
There is quality assurance and timely service procedures known to employees	13 (21.3%)	13 (21.3%)	33 (52.5%)	3.44
The working policies are very favorable	17 (28.2%)	8 (13.1%)	24 (38.8%)	3.36
They always get informed of the policies to follow while at work	10 (16.4%)	9(14.8%)	33 (52.5%)	3.63
The policies in place are well observed and adhered to	24 (41%)	7 (11.5%)	33 (46.1%)	3.29
There is no power struggle at the Ministry of Tourism, Wildlife and Antiquities	15 (15.6%)	9 (14.8%)	38 (55.7%)	3.50
The impact of power and authority is being felt in my department	17 (27.9%)	11 (18%)	28 (45.9%)	4.10
They always get informed of the consequences of not full filling my responsibilities	8 (37.7%)	6 (9.8%)	28 (45.9%)	3.10
There is a clear reward policy based on equality at the Ministry of Tourism, Wildlife and Antiquities	9 (14.7%)	14 (23%)	32 (52.5%)	4.23
There is no well-designed and widely shared recruitment policy at the Ministry of Tourism, Wildlife and Antiquities	12 (19.7%)	11 (18%)	36 (59.1%)	3.55
There is a belief at the Ministry of Tourism, Wildlife and Antiquities that men and women should compete for the organization jobs on equal grounds	12 (19.7%)	12 (19.7%)	30 (49.1%)	3.76
The organization system aims at promoting the values of both male and female employees	8 (13.2%)	13 (21.3%)	31 (50.8%)	3.61

Source Primary Data (2017)

N=61

With respect to whether the mode of work at the Ministry of Tourism is improved, cumulatively the larger percentage (54.1%) agreed, (16.4%) were neutral with (21.3%) disagreeing. The mean = 4.26 which corresponded to agreed indicated the majority of the respondents agreed that the mode of work at the Ministry of Tourism is improved.

This is supported by one of the Commissioners who said:

*“Work goes on normally and the staff have been supported, for example staff attend*

*workshops and present papers, in this they are funded”.*

In agreement, a respondent noted that *“Researches are being done by members of staff, a number of publications have been done but poor funding remains a problem”.*

But contrary, another respondent observes that:

*“Few activities have been undertaken given budget cuts every financial year and so the whole work plan for the year is not worked on because of unconditional cuts by government. There is need for money in order to achieve the work plan of the museums and other heritage sites. Allowances exist but are inadequate”.*

This is supported by the 58<sup>th</sup> TMM of 10<sup>th</sup> May, 2016 where it is stated that:

*“MTWA had to develop a strategy for presentation to H.E the president or the Prime Minister (PM) on how to reverse the downward tourism Industry, ...this was done and submission made to the PM”.*

Opinions were further sought as to whether the organization norms favour all workers when it comes to work (47.6%) agreed, (18%) were neutral while (29.5%) disagreed. The mean = 3.18 above the median score, three, that indicated that the organization norms favour all workers when it comes to work, though they seem not to be very favourable.

But one of the top level staff lamented that:

*“The organization norms favour all workers besides challenges like absenteeism, leaving early, and gossip. Most staffs want to be monitored, they work when the commissioner and assistant are around and when absent they don't work”.*

As to whether staff in this organization are aware of guidelines to their work, findings indicated that cumulatively, the larger percentage (36.5%) of the respondents agreed, (27.9%) were

neutral and (26.3%) disagreed. The mean = 3.89 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that the respondents agreed that there is existence and known guidelines, though the low percentage of 36.5 could imply absence of it.

This is seen in disagreement by one of the top level staff:

*“Whereas the attendance register is in place whereby the majority do sign in and a few sign out, there is no bother to check, make a follow up and take sanctions. Employees are not bothered with the existence of the register”.*

Responses to whether staff in this organization follow guidelines to their duties (50.8%) agreed, neutral were (18%) while (23%) disagreed. The mean = 3.89 close to the median score, three indicated that staff in this organization attends regularly to their duties.

Supporting the observation, a senior staff noted that:

*“Infrequency of meetings at ministry whereby, management rarely organises departmental meetings and make follow ups on attendance has left employees come at leisure. Most staff do not show serious commitment”.*

This was conquered by another respondent who said:

*“Whereas we try to hold meetings, the inadequacy in funding renders workers redundant”.*

With respect to whether they always get a work load and plan schedule to follow, cumulatively the larger percentage (49.2%) agreed, (14.8%) were neutral, with (27.9%) disagreeing. The mean = 3.17 which corresponded to agreed indicated the majority of the respondents agreed that they always get a work load and plan schedule to follow.

In support to the observation, an interviewee commented:

*“Work plans are drawn but the problem is funding. Work plan for the year is not worked on because of unconditional cuts by government. There is need for money in order to achieve the work plan of the museum and other heritage sites. Allowances exist but are inadequate”.*

As to whether there are known quality standards and timely service procedures, cumulatively the larger percentage (21.3%) disagreed, (21.3%) were neutral while (52.5%) agreed. The mean = 3.44 meant that there are known quality standards and timely service procedures.

In agreement, a respondent noted that:

*“Staff get supervised and assessed on regularly basis and receive a feedback”.*

But a respondent noted that:

*“Attendance is poor at work because motivation at the national museum is poor, so salary should be improved”.*

With respect to whether the working policies are very favourable, cumulatively the larger percentage (38.9%) agreed, (13.1%) were neutral with (27.9%) disagreeing. The mean = 3.36 which corresponded to agreed indicated the majority of the respondents agreed that the working policies are very favourable.

Responses to the question as to whether they always get informed of the policies to follow while at work (52.5%) agreed, (14.8%) were neutral while 16.4% disagreed. The mean = 3.63 above the median score, three, that indicated that they always get informed of the policies to follow while at work

As to whether the policies in place are well observed and adhered to, the respondent's responses indicated that cumulatively, the larger percentage (46.1%) of the respondents agreed, (11.5%)

were neutral while 27.9% disagreed. The mean = 3.29 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that the respondents agreed that the policies in place are well observed and adhered to.

In disagreement, one of the interviewee noted that:

*“The policies exist but are always invoked. Because resources are insufficient, the supervisors cannot ably monitor and implement them, so employees need to be facilitated and motivated, otherwise they tend to run where there is money”.*

Responses to the question as to whether there is no power struggle at the Ministry of Tourism, Wildlife and Antiquities (55.7%) agreed, (14.8%) were neutral while (15.6%) disagreed. The mean = 3.50 above the median score, three indicated that there is no power struggle at the Ministry of Tourism, Wildlife and Antiquities

With respect to whether the impact of power and authority is being felt in my department, cumulatively the larger percentage (45.9%) agreed, (18%) were neutral with (27.9%) disagreeing. The mean = 4.10 which corresponded to agreed indicated the majority of the respondents agreed that the impact of power and authority is being felt in my department.

As to whether they always get informed of the consequences of not full filling my responsibilities, cumulatively the larger percentage (45.9%) agreed, (9.8%) were neutral while 37.7% disagreed. The mean = 3.10 meant that they always get informed of the consequences of not full filling their responsibilities.

Responses to the question as to whether there is no well-designed and widely shared recruitment policy at the Ministry of Tourism, Wildlife and Antiquities (59.1%) agreed, (18%) were neutral while (19.7%) disagreed. The mean = 3.55 above the median score of three

indicated that there is no well-designed and widely shared recruitment policy at the Ministry of Tourism, Wildlife and Antiquities.

In agreement, one of the interviewee said:

*“The recruitment policy is not known and so currently there is no known and widely shared recruitment policy”.*

With respect to whether there is a belief at the Ministry of Tourism, Wildlife and Antiquities that men and women should compete for the organization jobs on equal grounds, cumulatively the larger percentage (49.1%) agreed, (19.7%) were neutral with (19.7%) disagreeing. The mean = 2.70 which corresponded to agreed indicated the majority of the respondents agreed that there is a belief at the Ministry of Tourism, Wildlife and Antiquities that men and women should compete for the organization jobs on equal grounds.

As to whether the organization system aims at promoting the values of both male and female employees, cumulatively the larger percentage (50.8%) agreed, (21.3%) were neutral while (13.2%) disagreed. The mean = 3.61 meant that the organization system aims at promoting the values of both male and female employees.

#### **4.12 Hypothesis Testing Two:**

Hypothesis Two stated that there is a positive significant relationship between organisational beliefs and employee performance at the Ministry of Tourism, Wildlife and Antiquities. The hypothesis was tested using the Pearson correlation coefficient and the regression analysis and results of the hypothesis are given below:

**Table 4. 9: Correlation Matrix for organizational beliefs and employee performance at the Ministry of Tourism, Wildlife and Antiquities**

Correlations			
		Organizational Beliefs	Employee performance
Organizational beliefs	Pearson Correlation	1	.639**
	Sig. (2-tailed)		.000
	N	61	61
Employee performance	Pearson Correlation	.639**	1
	Sig. (2-tailed)	.000	
	N	61	61

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

*Source: Primary Data (2017) N = 61*

The results in table 4.9 showed that the coefficient is .639\*\*. This implied that organizational beliefs influence employee performance at the Ministry of Tourism, Wildlife and Antiquities. Therefore according to the results there is a positive significant relationship between organizational beliefs and employee performance at the Ministry of Tourism, Wildlife and Antiquities. Therefore, the alternative hypothesis that was earlier stated in chapter one is upheld. The correlation coefficient is a numerical way to quantify the relationship between two variables, i.e the independent and dependent and it is denoted by the symbol R. The correlation coefficient is always between -1 and 1, thus  $-1 < R < 1$ . The hypothesis is rejected if the earlier hypothesis was alternate, hence the finally tested hypothesis is null and the vice versa. Example if the calculated value is greater than the P value, we accept the hypothesis.

A regression analysis was further done to determine the strength of the relationship between organizational beliefs and employee performance at the Ministry of Tourism, Wildlife and Antiquities. Results are presented in the table 4.10 below:



**Table 4. 10: Regression Analysis for organizational beliefs and employee performance at the Ministry of Tourism, Wildlife and Antiquities**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639 <sup>a</sup>	.408	.386	14.97243

a. Predictors: (Constant), Organizational beliefs

**Source primary data (2017)**

The coefficient of determination (Adjusted R square) value is 0.386; this implied that organizational beliefs explained only 0.386 of employee performance. Therefore organizational beliefs predict employee performance at the Ministry of Tourism, Wildlife and Antiquities by 0.386. From all the results the alternate hypothesis earlier stated in chapter one that there is a positive significant relationship between organizational beliefs and employee performance at the Ministry of Tourism, Wildlife and Antiquities is therefore upheld.

**Table 4. 11: Regression summary for organizational beliefs and employee performance at the Ministry of Tourism, Wildlife and Antiquities**

Employee performance	Standardised B	Sig. P
P	.639**	0.000
Adjusted R <sup>2</sup> = 0.386 F = 2.593, p = 0.000		

a. Dependent Variable: Employee performance

**Primary data (2017)**

The results in Table 4.11 show that, organisational beliefs explained 38.6% of the variation in employee performance (adjusted R<sup>2</sup> = 0.386). The R value is 0.639, which represents the simple correlation and, therefore, indicates a moderate degree of correlation. The R2 value indicates how much of the dependent variable, employee performance can be explained by the independent variable. Therefore the adjusted square value of 0.386 implied that organisational beliefs predict employee performance; in other words employee performance is dependent on organisational beliefs by .386. The regression model was good/ significant (F = 2.593, p = 0.000 < 0.05). All the independent variables included ( $\beta = .639^{**}$  and organisational beliefs, p = 0.000). The magnitudes of the respective betas suggest that organisational beliefs most significantly predicted employee performance.

In summary, the respondents were asked to give their summary opinions about organisational beliefs. Several responses were given but generally they indicated that the responses on the organisational beliefs were fair. In total 61 respondents provided responses indicating that the organisational beliefs drafted are good but employee performance has been faced with significant challenges.

### 4.3.3 Objective Three: The relationship between Organizational practices and Employee Performance

The items were structured basing on the objectives of the study. Items were measured on a five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree and analyzed basing on 13 questions which are statistically tabulated and presented in the table below with the frequencies and percentages according to the responses collected.

**Table 4. 12: Summary Statistics on organizational practices and employee performance**

Items	Disagree	N	Agree	Mean
There is a well observed promotional hierarchy in the structure	11(17.2%)	6 (9.9%)	36 (59%)	4.48
Gender balance is observed in the structure	14 (22.9%)	5 (8.2%)	36 (59%)	3.58
The management employees autocratic leadership in managing the organization	9 (14.8%)	11 (18%)	31 (50.6%)	4.13
The management employees democratic leadership in managing the organization	18 (29.5%)	10 (16.4%)	29 (47.5%)	3.22
The leaders are fair and impartial when handling all the affairs of the organization	13 (21.3%)	11 (18%)	31 (50.7%)	4.14
There is transparency and proper flow of information	13 (21.3%)	12 (19.7%)	28 (37.9%)	3.39
The leaders help the subordinates to operate as a team	15 (24.6%)	10 (16.4%)	31 (50.8%)	3.41
The leaders emphasize quality of work at all levels	20 (32.8%)	4 (6.6%)	34 (55.8%)	3.29
The leaders focus on opportunities not problems.	18 (29.5%)	7 (11.5%)	32 (52.5%)	3.38
The leaders always make sure staff understands all work place policies and procedures.	12 (19.7%)	7 (11.5%)	38 (62.3%)	4.48
There is commitment by leaders in the ministry	13 (21.3%)	4 (6.6%)	40 (55.6%)	3.68
Employees are committed to their jobs in the ministry	12 (19.7%)	9 (14.8%)	39 (55.7%)	3.89
I love my job and I show commitment in executing my duties	12 (19.7%)	9 (14.8%)	34 (55.7%)	3.56

Source Primary Data (2017)

N=61

With respect to whether there is a well observed promotional hierarchy in the structure, cumulatively the larger percentage (59%) agreed, (9.9%) were neutral with (17.2%) disagreeing. The mean = 4.48 which corresponded to agreed indicated the majority of the respondents agreed that there is a well observed promotional hierarchy in the structure.

*“A respondent observed that promotions are based on merit, seniority and level of education.”*

This is supported by the ILO Report (2008) that notes that promotions must be based on merit.

The report further noted that money is a weak innovative strategy. When it comes to encouraging employees to think creatively, it should therefore be accompanied by promotion.

Responses to the question as to whether gender balance is observed in the structure (59%) agreed, (8.2%) were neutral while (22.9%) disagreed. The mean = 3.58 close to the median score, three, that indicated that gender balance is observed in the structure.

In agreement, one of the commissioners noted that:

*“Gender balance is observed in the structure, there is equality in employment at all levels in the Ministry of Tourism, Wildlife and Antiquities”.*

As to whether the management employees’ autocratic leadership in managing the organization, the responses indicated that cumulatively, the larger percentage (60.6%) of the respondents agreed, and 14.8% disagreed. The mean = 4.13 indicated that the respondents agreed that the management takes decisions and gives orders often without asking staff for their opinions.

On the other hand, responses as to whether the management employee’s democratic leadership in managing the organization (47.5%) agreed, 16.4% while 29.5% disagreed. The mean = 3.22 above the median score, three, indicated that the management employees democratic leadership in managing the organization although, it’s a moderate one.

With respect to whether the leaders are fair and impartial when handling all the affairs of the organization, cumulatively the larger percentage (50.7%) agreed, (18%) were neutral, with 21.3% disagreeing. The mean = 4.14 which corresponded to agreed indicated that the majority of the respondents noted that the leaders are fair and impartial when handling all the affairs of the organization.

A middle level staff relatedly noted that:

*“The leaders are fair and impartial when handling all the affairs of the organization, but this applies only to certain matters”.*

As to whether there is transparency and proper flow of information, cumulatively the larger percentage (37.9%) agreed, (19.7%) were neutral while (21.3%) disagreed. The mean = 3.39 meant that the respondents agreed that there is transparency and proper flow of information but the small percentage signifies not much transparency.

However, in support one of the Commissioners said that:

*“Whatsup is being used to share information amongst management and other platforms are being used, for example on crisis management”.*

Information flow is a precautionary measure and so there is need to provide incentives to enhance operations such as information flow. Also supporting inadequate information flow within and beyond the MTWA, the Tourism Sector Annual Performance Report for FY 2014/15 observes that:

*“The number of leisure and holiday visitors (220,219) is still minimal due to a number of challenges, such as inadequate budgets for marketing and promotion....”*

Relatedly another respondent noted:

*“To enhance Tourism, proper information flow helps to manage arrivals of Tourists so that their programmes are not halted”.*

With respect to whether the leaders help the subordinates to operate as a team, cumulatively the larger percentage (50.8%) agreed, (16.4%) were neutral while (24.6%) disagreed. The mean = 3.41 which corresponded to agreed indicated the majority of the respondents noted that the leaders help the subordinates to operate as a team.

However, a commissioner noted:

*“Team building is being affected by shortage of funds, the little money is not spread over in the departments, team work is among the technical staffs and not the lower staff may be it is because they are funded and do go to the field”.*

Armstrong, (2008) argues that if an organization is to gain from the productivity of its employees, there must be team work and team building.

As to whether the leaders emphasize quality of work at all levels, cumulatively the larger percentage (55.8%) agreed, (6.6%) were neutral with (32.8%) disagreeing. The mean = 3.29 meant that the respondents agreed that the leaders emphasize quality of work at all levels.

In support, commissioner noted that:

*“the leaders emphasize quality of work at all levels, but some challenges are noticed for example bosses arrive by 8.00am and for lower level staff you find them still arriving by 11.00am. Attendance is poor at work because motivation is poor, so salary should be improved”.*

Effective time management is said to be based on standards with which actual performance can be compared. If there is no time management, then there can be no effective measure of performance.

As to whether the leaders focus on opportunities not problems, the responses indicated that cumulatively, the larger percentage (52.5%) of the respondents agreed, (11.5%) were neutral and (29.5%) disagreed. The mean = 3.38 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that the leaders focus on opportunities not problems.

As to whether the leaders always make sure staff understands all work place policies and procedures (62.3%) agreed, (11.5%) were neutral while (19.7%) disagreed. The mean = 4.48 close to the median score, three indicated that the leaders always make sure staff understands all work place policies and procedures.

Relatedly a respondent noted that:

*“The leaders always make sure staff understand all work place policies and procedures”*

With respect to whether there is commitment by leaders in the ministry, cumulatively the larger percentage (55.6%) agreed, (6.6%) were neutral with (21.3%) disagreeing. The mean = 3.68 which corresponded to agreed indicated the majority of the respondents agreed that there is commitment by leaders in the MTWA.

But in disagreement, an observation was made by one of the respondents that:

*“There is no commitment by leaders in the ministry. Common practices carried out by employees are absenteeism, leaving early, gossip, Employees want to be monitored, they work when the commissioner and assistant are around and when absent they don't work”.*

In support to the above statement, the 71<sup>st</sup> Top Management Meeting (TMM) minutes observed that:

*“The challenge in the MTWA is lack of service delivery to implement the policies”.*

A manager's performance is often judged partly by his ability to meet deadlines. When considering a manager for promotion or salary increase or recognition, his ability to serve diligently & committedly should be evaluated.

As to whether employees are committed to their jobs in the ministry, cumulatively the larger percentage (55.7%) agreed, (14.8%) were neutral while (19.7%) disagreed. The mean = 3.89 meant that Employees are committed to their jobs in the ministry.

In connection, a respondent said:

*“You can be committed when the pay is not motivating as a senior, our juniors lack morale, and they serve when we are monitoring them but in our absence the attitude changes. They are not committed as the environment is not favouring them due to poor motivation”.*

Supporting the above statement, the 70th Top Management Meeting minutes state:

*“Emphasis should be on motivation of staff especially the support staff”.*

AWF Reported (2016) emphasizes that monetary incentives are key to arousing commitment to a job. Monetary incentives include profit sharing, project bonuses, stock options and warrants, scheduled bonuses and additional paid vacation time.

Responses to whether they love their job and they show commitment in executing their duties (55.7%) agreed, (14.8%) were neutral while (19.7%) disagreed. The mean = 3.55 above the median score of three indicated that they love their jobs at the Ministry of Tourism, Wildlife and Antiquities.

In connection, a respondent noted that:

*“Commitment makes sense when there is good customer care, customer care is paramount but if it is lacking then no results, there is need for high integrity and this should be all over”.*

Customer care is a good basis for loyalty, although it does not guarantee it. In collaboration, it was noted that the organization put a box to collect feedback and suggestions from the



customers as well as to focus on customer relationship management, customer response, and customer complaint management etc.

**Table 4. 13: Frequencies, Percentages and Means on Employee Performance**

Items	Disagree	N	Agree	Mean
I always accomplish tasks on time	11 (18.1%)	5 (8.2%)	40 (65.6%)	3.57
I meet set deadlines	11 (18%)	5 (8.2%)	39 (63.9%)	3.76
I accomplish tasks in the work plan	10 (16.4%)	9 (14.8%)	39 (62.1%)	3.71
I always achieve outputs as per work plan	9 (14.8%)	11.5%(7)	63.9%(39)	3.83
I make sure I accomplish my tasks to the required standard	15 (18.1%)	5 (8.2%)	41 (67.2%)	3.75
I enjoy the tasks given to me	13 (19.7%)	5 (8.2%)	39 (64%)	3.71
The expected output is pre-determined and am asked to work towards it	17 (27.9%)	6 (9.8%)	32 (52.5%)	3.34
Outputs are always measured on quarterly basis	13 (21.3%)	7 (11.5%)	36 (59%)	3.55
I always get provided with set targets to be achieved	12 (19.7%)	7 (11.5%)	36 (59%)	4.50
I always get reminded in time to meet the deadlines	15 (24.6%)	2 (3.3%)	37 (60.7%)	3.57
I always commit myself to achieving the targets	7 (11.4%)	7 (11.5%)	40 (65.6%)	3.83
Resources are always provided and in good time	7 (11.4%)	7 (11.5%)	40 (65.6%)	3.83
There is a well-illustrated efficiency system in my department	2 (3.3%)	7 (11.5%)	43 (70.5)	4.07

*Source Primary Data (2017)*

*N=61*

With respect to whether they always get assigned tasks to accomplish (65.6%) agreed, (8.2%) were neutral with (18.1%) disagreeing. The mean = 3.57 which corresponded to agreed indicated the majority of the respondents agreed that they always get assigned tasks to accomplish.

Contrary to the above, a commissioner noted that:

*“One of the challenges we have is failure to accomplish tasks on time”.*

Employee's job is to ensure the work is done as assigned, employees are self-motivated towards their work rather than just being directed. The employees should motivate themselves to work hard.

Supporting the above statement, the 71<sup>st</sup> Top Management Meeting minutes of 17<sup>th</sup> August, 2017 raised a concern that:

*“The challenge in the MTWA is not policy but their implementation. Policies are there but there is lack of service delivery”.*

As to whether there are set deadlines to accomplish tasks provided (63.9%) agreed. (8.2%) were neutral while (18%) disagreed. The mean = 3.76 above the median score, three, that indicated that there are set deadlines to accomplish tasks provided.

A respondent further noted that: *“there are set deadlines to accomplish tasks provided”*, many researchers have tested it and have found it to be valid and reliable to explaining how effective a worker can be at a job when he or she accomplishes tasks on time.

In support to setting deadlines to accomplish tasks, the 71<sup>st</sup> minutes of Top Management Meeting mention that *“goals have been set, time frame made but how to implement?”*

As to whether a work plan with tasks and schedule to follow is always provided, the respondents' responses indicated that cumulatively, the larger percentage (62.1%) of the respondents agreed, (14.8%) were neutral and (16.4%) disagreed. The mean = 3.38 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that a work plan with tasks and schedule to follow is always provided.

In connection to the above, one of the Commissioners noted *“the work plan for the year is not worked on some times because of unconditional cuts by government”*. Amount of effort people are willing to put in their work depends on the work plan and the resources available at their disposal.

Responses to whether they always get the resources needed to perform the tasks (63.9%) agreed, (11.5%) were neutral while (14.8%) disagreed. The mean = 3.83 above the median score, three, that indicated that they always get the resources needed to perform the tasks. But in disagreement, a Commissioner said *“In the first quarter there are no activities due to no money, so resources are still meagre yet activities to undertake are many”*.

This concern is supported by the Top Management Minutes OF 17<sup>th</sup> August, 2017 that stated *“its us to make the MTWA a serious Ministry, the planning unit should justify more funding to the Ministry after its contribution of 10% of the GDP”*. Material and financial resources will enable an organization accomplish the set tasks.

As to whether they make sure they accomplish the tasks on time, cumulatively (18.1%) disagreed, (8.2%) were neutral with (67.2%) agreeing. The mean = 3.75 which corresponded to agreed indicated the majority of the respondents agreed that they make sure they accomplish the tasks on time.

As to whether they enjoy the tasks given to them, cumulatively a small percentage (19.7%) disagreed, (8.2%) were neutral while (64%) agreed. The mean = 3.71 meant that the respondents enjoy their work much as they are not well funded.

With respect to whether they don't understand tasks assigned to them (59%) agreed, (8.2%) were neutral with (22.6%) disagreeing. The mean = 4.17 which corresponded to agreed indicated the majority of the respondents don't understand tasks assigned to me.

Responses to the question as to whether they always receive guidance on tasks assigned (58.1%) agreed, (9.8%) were neutral while (13.2%) disagreed. The mean = 3.83 close to the median score, three, that indicated that they always receive guidance on tasks assigned.

As to whether the expected output is pre-determined and made known to them, responses indicated that cumulatively, the larger percentage (52.5%) of the respondents agree, (9.8%) were neutral while (27.9%) disagreed. The mean = 3.34 was above the median score, three,

which on the five-point Likert scale used to measure the items indicated that colleagues inform one another about positive experiences and successful projects undertaken.

Responses to the question as to whether outputs are always measured on quarterly basis (59%) agreed, (11.5%) were neutral while (21.3%) disagreed. The mean = 3.55 above the median score, three, that indicated that outputs are always measured on quarterly basis.

In connection, a respondent noted that *“quality of products is still poor as they need to develop, grade and market them, however to ensure quality output, the roads are now being worked on connecting tourism sites like Mghahinga National Park. Regional museums are being opened to cater for demand for example one has been constructed at Kabale, another at Soroti, while plans are under way to construct one in Arua. In the current amendment of the Act they have created a position of District Tourism officer but we are waiting when they will be recruited”*.

Relatedly UWA Report (2015) notes that the emerging adoption of a “full-range of the product development approach” is being considered aimed at having a variety of quality products and services.

Similarly, another respondent noted *“There is sensitisation that has been planned for to create awareness about local tourism*

*Social media is a good platform being used and the Uganda museum is playing that role”*.

With respect to whether they always get provided with set targets to be achieved, cumulatively the larger percentage (59%) agreed, (11.5%) were neutral while (19.7%) disagreed. The mean = 4.50 which corresponded to agreed indicated the majority of the respondents agreed that they always get provided with set targets to be achieved.

As to whether they always commit themselves to achieving the targets, cumulatively the larger percentage (65.6%) agreed, (11.5%) were neutral while (11.4%) disagreed. The mean = 3.83 meant that the respondents agreed that they always commit themselves to achieving the targets.

However, Top level staff said *“we can achieve targets when we work as a team, the Ministry used to have monthly team building but due to funds it is no longer monthly but quarterly. Things have changed, we used to have end of year parties and rewards given and the criteria was response to assignment, innovativeness, team work and timeliness, integrity but this is no longer the case”*.

Employee recognition is a source of motivation and satisfaction. When employees believe they have a well-defined place within the organization and their contribution is fully appreciated, they are more apt to dedicate themselves to their work and feel motivated to do their best.

Another commissioner noted *“projects are started and sometimes not completed. Projects can be brought to benefit a department and so staffs are encouraged to come up with projects. The out puts of the departments are strategic plan policies, product development, and assessment of tourism potentials of areas in the country. There is a framework upon which other stakeholders can build”*.

With respect to whether resources are always provided and in good time, cumulatively the larger percentage (65.6%) agreed, (11.5%) were neutral with (11.4%) disagreeing. The mean = 3.83 which corresponded to agreed indicated the majority of the respondents agreed that resources are always provided and in good time.

However, in disagreement a respondent noted *“amenities are not there, funding is poor and untimely for example photocopying paper and tonner are received not in good time. No major facilities seen outside the public service apart from fitness/health clubs that has failed to take off”*.

#### **4. 14 Hypothesis Testing Three:**

Hypothesis Three Stated there is a positive significant relationship between organizational practices and employee performance at the Ministry of Tourism, Wildlife and Antiquities. The

hypothesis was tested using the Pearson correlation coefficient and the regression analysis and results of the hypothesis are given below.

**Table 4. 14: Correlation Matrix for organizational practices and employee performance at the Ministry of Tourism, Wildlife and Antiquities**

		Correlations	
		Organization al practices	Employee performance
Organizational practices	Pearson Correlation	1	.358*
	Sig. (2-tailed)		.032
	N	61	61
Employee performance	Pearson Correlation	.358*	1
	Sig. (2-tailed)	.032	
	N	61	61

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data (2017)

N =61

The result in table 4.14 showed that the correlation coefficient is .358\*. This implied that organizational practices influences employee performance at the Ministry of Tourism, Wildlife and Antiquities. Therefore according to the results there is a positive significant relationship between organizational practices and employee performance at the Ministry of Tourism, Wildlife and Antiquities. Therefore, the alternative hypothesis that was earlier stated in chapter one is upheld. The correlation coefficient is a numerical way to quantify the relationship between two variables i.e the independent and dependent and it is denoted by the symbol R. The correlation coefficient is always between -1 and 1, thus  $-1 < R < 1$ . The hypothesis is rejected if the earlier hypothesis was alternate and the finally tested hypothesis is null and the vice versa. Example if the calculated value is greater than the P value we accept the hypothesis.

A regression analysis was further done to determine the strength of the relationship between organizational practices and employee performance at the Ministry of Tourism, Wildlife and Antiquities. Results are presented in the table 4.15 below.

**Table 4.15: Regression Analysis for organizational practices and employee performance at the Ministry of Tourism, Wildlife and Antiquities**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.358 <sup>a</sup>	.128	.103	17.01525

a. Predictors: (Constant), Organizational practices

**Source primary data (2017)**

The Adjusted R square value is .103; this implied that organizational practices explained only 10.3% of employee performance at the Ministry of Tourism, Wildlife and Antiquities. Therefore organizational practices predict employee performance at the Ministry of Tourism, Wildlife and Antiquities .103. From all the results the alternate hypothesis earlier postulated stated that there is a positive significant relationship between organizational practices and employee performance at the Ministry of Tourism, Wildlife and Antiquities is therefore upheld.

**Conclusion:** This Chapter focused on presenting the findings, analysis and interpretation, the next chapter focuses on the summary of findings, discussion of the findings, conclusions, recommendations and areas for further research. The researcher now turns to chapter five to present the summary of findings, discussion of the findings, conclusions and recommendations.

## CHAPTER FIVE

### SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents summary of findings, discussion, conclusions, recommendations and areas for further study based on the study objectives.

#### 5.2. Summary of Major Findings

The summary of the major findings is presented based on the study objectives as laid in chapter one of this report.

##### 5.2.1: Organizational Values and Employee Performance

The results showed that the Pearson correlation coefficient was  $.452^{**}$ . Which implied that organizational values influence employee performance at the Ministry of Tourism, Wildlife and Antiquities. Therefore according to the results there is a positive significant relationship between organizational values and employee performance at the Ministry of Tourism, Wildlife and Antiquities. A regression analysis was further done to determine the strength of the relationship between organizational values and employee performance at the Ministry of Tourism, Wildlife and Antiquities. Results showed that the Adjusted R square value is 0.183; this implied that organizational values explained only 0.183 of employee performance. Therefore organizational values predict employee performance at the Ministry of Tourism, Wildlife and Antiquities at 18.3%. Hence, the alternative hypothesis that was earlier stated in chapter one is upheld.

##### 5.2.2: Organizational Beliefs and Employee Performance

Findings showed that the coefficient was  $.639^{**}$  implying that organizational beliefs influence employee performance at the Ministry of Tourism, Wildlife and Antiquities. Therefore



according to the results there is a positive significant relationship between organizational beliefs and employee performance at the Ministry of Tourism, Wildlife and Antiquities. A regression analysis was further done to determine the strength of the relationship between organizational beliefs and employee performance at the Ministry of Tourism, Wildlife and Antiquities. Results indicated that the coefficient of determination (Adjusted R square) value was 0.386; this implied that organizational beliefs explained only 0.386 of employee performance. Therefore organizational beliefs predict employee performance at the Ministry of Tourism, Wildlife and Antiquities by 0.386. Hence, the alternative hypothesis that was earlier stated in chapter one is upheld.

### **5.2.3: Organizational Practices and Employee Performance**

The result showed that the correlation coefficient is .358\*. This implied that organizational practices influence employee performance at the Ministry of Tourism, Wildlife and Antiquities. Therefore according to the results there is a positive significant relationship between organizational practices and employee performance at the Ministry of Tourism, Wildlife and Antiquities. A regression analysis was further done to determine the strength of the relationship between organizational practices and employee performance at the Ministry of Tourism, Wildlife and Antiquities. Results indicated that the Adjusted R square value is 0.103; this implied that organizational practices explained only 0.103 of employee performance at the Ministry of Tourism, Wildlife and Antiquities. Therefore organizational practices predict employee performance at the Ministry of Tourism, Wildlife and Antiquities 0.103. Therefore, the alternative hypothesis that was earlier stated in chapter one is upheld.

### **5.3. Discussion of Findings**

The findings are discussed on the basis of the study objectives as laid down in chapter one

#### **5.3.1: Organizational Values and Employee Performance**

Findings revealed that there is a positive significant relationship between organizational values and employee performance. Whereas work goes on at MTWA, it was found that the staff are not well supported financially. Much as the staff attend workshops and present papers, funding comes from other sources. Researches are being done by members of staff, a number of publications have been done but poor funding remains a problem. Findings revealed that few activities have been undertaken given budget cuts every financial year and so the whole work plan for the year is not worked on because of unconditional cuts by government.

This is supported by Musinguzi(2016) who noted that there is need for money in order to achieve the work plan of the museum and other heritage sites. Allowances exist but are inadequate. It was revealed that the organization norms favor all workers besides challenges like absenteeism, leaving early, and gossip. Most staffs want to be monitored frequently. They work when the commissioner and assistant are around and when absent they don't work.

Raimo (2011) examined the provided evidence for a buffering effect of resource utilization on the relation between perceived organizational politics and job tension that is, the relation was stronger for employees with weak as opposed to strong commitment to the organization.

Findings revealed that there is need for attendance register but the majority do sign in and no employees bother to sign out. The findings of these studies have also been mixed, with the majority providing evidence for a buffering effect of employee performance. Still other studies have reported mixed results depending on the focus of the commitment and employee attendance (Organ, 2008) or time-frame.

Infrequency of meetings at MTWA, whereby management rarely organizes departmental meetings and make follow up on attendance have had negative effects on performance. Work

plans are drawn but the problem is funding. Work plan for the year is not worked on because of unconditional cuts by government. There is need for money in order to achieve the work plan of the museum and other heritage sites. Allowances exist but are inadequate It was further noted that staff get supervised and assessed on a regular basis and receive a feedback”. However, Consistent with Musinguzi(2016) who noted that attendance is poor at work because motivation at the national museum is poor, so salary should be improved.

The policies exist and are always invoked. Due to resources being insufficient, the supervisors cannot ably monitor them, so staff need to be motivated, that is why they run to where there is money. The recruitment policy is not known and so currently there is no known and widely shared recruitment policy.

### **5.3.2: Organizational Beliefs and Employee Performance**

Findings revealed that there is a positive significant relationship between organisational beliefs and employee performance. Although work goes on, the staff have not been supported for example, much as the staff attend workshops and present papers, resources are sought from somewhere else. Similarly, researches are being done by members of staff, a number of publications have been done but poor funding remains a problem. Findings revealed that few activities have been undertaken given budget cuts every financial year and so the whole work plan for the year is not worked on because of unconditional cuts by government.

In line with Musinguzi(2016), he noted that there is need for money in order to achieve the work plan of the museum and other heritage sites. Allowances exist but are inadequate. It was revealed that the organization norms favour all workers besides challenges like absenteeism, leaving early, and gossip. Most staffs want to be monitored frequently, they work when the commissioner and assistant are around and when absent they don't work.

Similarly, Raimo (2011) examined the provided evidence for a buffering effect of resource utilization on the relation between perceived organizational politics and job tension that is, the

relation was stronger for employees with weak as opposed to strong commitment to the organization.

Findings revealed that there is need for attendance register but the majority do sign in and no employees bother to sign out. The findings of these studies have also been mixed, with the majority providing evidence for a buffering effect of employee performance. Still other studies have reported mixed results depending on the focus of the commitment and employee attendance (Organ, 2008).

Infrequency of meetings at MTWA whereby, management rarely organises departmental meetings and follow up on attendance are non-existent. Work plans are drawn but the problem is funding. Work plan for the year is not worked on because of unconditional cuts by government. There is need for money in order to achieve the work plan of the museum and other heritage sites. Allowances exist but are inadequate It was further noted that staff get supervised and assessed on regularly basis and receive a feedback. Similarly, Musinguzi(2016) noted that attendance is poor at work because motivation at the national museum is poor, so salary should be improved.

The policies exist and always invoked. Due to resources being insufficient, the supervisors cannot ably monitor them so they need to be motivated that is why they run where there is money. The recruitment policy is not known and so currently there is no known and widely shared recruitment policy.

### **5.3.3 Organizational Practices and Employee Performance**

Findings revealed that there is a positive significant relationship between organizational practices and employee performance. It was observed that promotions are based on merit, seniority and level of education. This is supported by the ILO Report (2008) that notes that promotions must be based on merit. Similarly, Kiggundu (2008) noted that money is especially

weak as an incentive. When it comes to encouraging employees to think creatively, it should therefore be accompanied by promotion. Findings revealed that hard work in MTWA are not accompanied by rewards.

Findings revealed that gender balance is observed in the structure, there are equality in employment at all levels in the Ministry of Tourism, Wildlife and Antiquities.

Findings revealed that the leaders are fair and impartial when handling all the affairs of the organization, but this applies only to certain matters. WhatsApp (social media platform) is being used to share information amongst management and other platforms for example on crisis management. In line with Hilton (2010) who noted that information flow is a precautionary measure and so need to provide incentives to enhance operations such as information flow.

Findings revealed that team building is being affected by shortage of funds, the little money is not spread over. In the departments, team work is among the technical staffs and not the lower staff may be it is because they are funded and do go to the field. In support, Armstrong (2008) argues that if an organization is to gain from the productivity of its employees, there must be team work and team building.

It was observed that the leaders emphasize quality of work at all levels, but some challenges are noticed for example bosses arrive by 8.00 am and the lower level staff come late. Attendance is poor at work because motivation is poor, so salary should be improved”.

Similarly, Hudson and Andrew (2006) noted that effective time management is said to be based on standards with which actual performance can be compared. If there is no time management, then there can be no effective measure of performance.

Furthermore, the leaders always make sure staff understands all work place policies and procedures. Besides, some respondents noted that there is no commitment by leaders in the Ministry. Common practices carried by employees are absenteeism, leaving early, gossip. In

support, Saito (2010) noted that a manager's performance is often judged partly by his ability to meet deadlines. When considering a manager for promotion or salary increase or recognition, his ability to serve diligently & committedly should be evaluated.

It was observed that commitment makes sense when there is good customer care, customer care is paramount but if it is lacking then no results, there is need for high integrity and this should be all over. Similarly, Soudagar (2011) mentioned that customer care is a good basis for loyalty, although it does not guarantee it.

In addition, it was revealed that one of the challenges the institution is facing is failure by employees to accomplish tasks on time, inline, Robert (2005) reported that the employee's job is to ensure work is done as assigned, employees are self-motivated towards their work rather than just being directed. The employees should motivate themselves to work hard.

Findings revealed that there are set deadlines to accomplish tasks provided, Robert (2005) tested it found it to be valid and reliable to explaining how effective a worker can be at a job when he or she accomplishes tasks on time. The work plan for the year is not worked on some times because of unconditional cuts by government. According to Antomioni (1999), "the amount of effort people are willing to put in their work depends on the work plan and the resources available at their disposal.

It was further observed that in the first quarter there are no activities due to shortage of funds, so resources are still meager yet activities to undertake are many. Mitchell (2011) argues that material and financial resources will enable an organization accomplish the set tasks.

Quality of products is still poor as they need to develop, grade and market them, however to ensure quality output, the roads are now being worked on connecting tourism sites like Mghahinga National Park. Regional museums are being opened to cater for demand for example one will be in Kabale, Soroti, Fort Portal etc. In the current amendment of the Act

they have created a position of District Tourism officer. Relatedly UWA Report (2015) notes that the emerging adoption of a “full-range of product development approach” is being considered aimed at having a variety of quality products and services.

## **5.4 Conclusions**

This study was designed to answer three research questions and this section will summarize the key findings of the study in relation to each research objective in order to formulate the recommendations of the study. Study conclusions were drawn basing on the different research objectives as shown below.

### **5.4.1 Organizational Values and Employee Performance**

Findings revealed that there is a positive significant relationship between organizational values and employee performance at the Ministry of Tourism, Wildlife and Antiquities. It was observed that supervisors initiate and get involved in innovative activities however at the National Museum, supervisors are reluctantly involved in supervision given that the motivation is poor as a result of little funding due to budget cuts. Findings revealed that employees in the Ministry of Tourism, Wildlife and Antiquities take interest to be innovative, innovative ideas adopted to ensure progress include developing cultural sites. It was revealed that team orientation is poor throughout; numbers of tourists are going down because of old and poor products. It was further revealed that the problem is funding that is affecting team work. Output is affected by reward policy and attendance is poor given that motivation at the National museum is poor, so salary should be improved. An improvement organizational value will lead to an improvement on employee performance.

### **5.4.2: Organizational Beliefs and Employee Performance**

From the foregoing findings however, there is a positive significant relationship between organizational beliefs and employee performance at the Ministry of Tourism, Wildlife and

Antiquities. It has been clear that policies are in place but they do not favor the employees. There is no well-designed and widely shared recruitment policy. Researches are being done by members of staff, a number of publications have been done but poor funding remains a problem. It was revealed that the organization norms favor all workers besides challenges like absenteeism, leaving early, and gossip. Most staffs want to be monitored, they work when the commissioner and assistant are around and when absent they don't work. Infrequency of meetings at ministry, management rarely organizes departmental meetings and follow up on attendance are non-existent. Work plans are drawn but the problem is funding. An improvement organizational beliefs will lead to an improvement on employee performance.

#### **5.4.3: Organizational Practices and Employee Performance**

Findings revealed that there is a positive significant relationship between organizational practices and employee performance at the Ministry of Tourism, Wildlife and Antiquities.

It was observed that promotions are based on merit, seniority and level of education. Findings revealed that gender balance is observed in the structure, there is equality in employment at all levels in the Ministry of Tourism, Wildlife and Antiquities. It was revealed that the leaders are fair and impartial when handling all the affairs of the organization, but this applies only to certain matters. WhatsApp (social media platform) is being used to share information amongst management and other platforms for example on crisis management. However, findings revealed that there is limited transparency and flow of information down wards. Findings revealed that team building is being affected by shortage of funds, the little money is not spread over. In the departments, team work is among the technical staffs. It was observed that the leaders emphasize quality of work at all levels, but some challenges are noticed for example bosses arrive by 8.00am and lower level staff go beyond 11am. Quality of products is still poor as they need to develop, grade and market them. An improvement in organizational practices will lead to an improvement on employee performance.



## **5.5 Recommendations**

The researcher recommended that;

### **5.5.1 Organizational Values and Employee Performance**

The organization should strengthen the culture of training. There is need for dedicated training and increase capacity building to achieve institutional goals. This includes disseminating the knowledge acquired to their colleagues who did not attend the training, working collaboratively with each other and applying all the tools. The training also aims to bring stakeholders together to commence discussions on their roles and contributions to Tourism. Providing ample training and development opportunities can enhance innovation. Those who receive more training are less likely to quit than those who receive little or no training. Managers to ensure employee productivity and open communication, to coach employees and provide meaningful feedback and inspire employees to work as a team.

### **5.5.2 Organizational Beliefs and Employee Performance**

Lack of morale to work is eating up the Ministry. A system that rewards high performance and discourages mediocre performance should be put in place to include various rewards such as financial rewards, public acknowledgments, promotions, greater work responsibilities, learning and study opportunities. The process should have clear objectives and skilled facilitation from the onset.

### **5.5.3: Organizational Practices and Employee Performance**

There is need to design policies that are employ friendly. Practices delivered via a strategic on boarding and assimilation program can help develop the tourism industry. These practices include shared and individualized learning experiences, activities that allow the industry come up with new products and services. Given the limited funding, government should come out and support these activities. Such practices may include timely and adequate feedback.

Performance feedback should be timely and continuous. Employees should be given instruction on how performance can be improved and must have short-and long-term goals set to show incremental improvements. Managers should be encouraged to engage in careful, systematic and professional planning and implementation of the activities.

### **5.6 Limitation of the Study**

There were a number of limitations associated with decisions made regarding the methodology. They relate to the choice of participants, the type of data collected and the analytic process.

The limitation in the study was related to omission of certain key components in variables.

Limitations in the study that are common were that the researcher used one single questionnaire to measure all constructs. The use of findings from the questionnaire which was close ended also could have missed important information which could have been obtained through other qualitative methodologies. These recognized limitations inspired researchers to define the future research agenda.

Another limitation was the time frame in which data was collected. The data constituted a snapshot of one point on the implementation continuum. Interviews date was limited in a number of ways including the limitations present in the questions themselves and also in the nature of the responses from participants. The participants' responses were based only on the questions that the researcher asked but there could have been more information through observation hence sometimes misleading information is given during interviews.

The researcher encountered some limitations during the study especially when it came to interviewing some respondents. Some were not willing to give information unless paid and at some instances, the researcher had to wait till late in the evening when the respondents are through with their work so as to interview them.

The study used a small sample and so it was not easy to generalize results. Adopting a mixed methodological approach required a lot of skills and reading about the two approaches which was not easy.

For the key informants, given their busy schedules, some interviews were rescheduled to fit their timetables, but these also sometimes failed. The research took slightly long to conduct particular interviews which delayed the study. There was also a problem of absenteeism by some of the respondents at the designated place of carrying out the interviews. Therefore collecting data from them through the questionnaires proved to be a big challenge. In some instances, respondents wanted pay prior to providing information.

The researcher managed these problems by making use of the supportive team leader who in one instance was willing to introduce the researcher in person to the respondents through sensitization of respondents on the importance and significance of the study. The Uganda Management Institute letter helped to allay any fears and doubts among some respondents. Efforts were made to maintain confidentiality of the responses. The absenteeism of some officials was tackled by frequent visits to their offices, and above all establishing good rapport.

### **5.7 Areas for further research**

The research was carried out in a public entity, there is need to carry out a similar research in a private entity. There is need to do research on organizational practices and Tourism development. There is need to carry out a research on cultural practices and service delivery in the Ministry of Tourism, Wildlife and Antiquities.

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## APPENDICES

### APPENDIX (i): STUDY QUESTIONNAIRE

#### QUESTIONNAIRE FOR MIDDLE AND LOWER STAFF AT THE MINISTRY OF TOURISM, WILDLIFE AND ANTIQUITIES

Dear respondent,

My name is Samuel Alfred Kizaalwa a student of Masters in Management Studies at Uganda Management Institute. In partial fulfillment of the requirements for the degree, I am required to conduct a research in an area of my interest. My interest in this study is **to examine the relationship between Organizational Culture and Employee Performance at the Ministry of Tourism, Wild Life, and Antiquities**. You have been sampled to participate in this study and the information you give will be used strictly for academic purposes and will never be used against you or your office. The information got from you will be kept confidential. You are also requested not to write your name on this questionnaire. After filling out the questionnaire, put in the provided envelop, seal it and return to me. Your participation in this study is entirely voluntary. Your consent to participate is implied by your decision to complete this questionnaire. I greatly appreciate your assistance in this exercise.

Thank you for your cooperation.

#### SECTION A      DEMOGRAPHIC CHARACTERISTICS

Please tick in the column below the specified variable.

<b>Age</b>	18-28	29-35	36-50	Above 50	
<b>Gender</b>	Male	Female			
<b>Level of Education</b>	Masters	Bachelors	Diploma	Certificate	Others Specify

**Instructions from question 1-67 tick the number that best indicates your opinion on the questions using the following scale.**

Scale	1	2	3	4	5
	Strongly dis-agree	Disagree	Not sure	Agree	Strongly agree

## **SECTION B**

### **ORGANISATIONAL VALUES**

		1	2	3	4	5
1.	There is innovation at the Ministry of Tourism, Wild Life, and Antiquities					
2.	My supervisor initiates and gets involved in innovative activities					
3.	I take interest to be innovative and I always inform my supervisor					
4.	There is team orientation at the Ministry of Tourism, Wild Life, and Antiquities					
5.	I am always informed of the usefulness of working in teams					
6.	I always get informed that team work improves performance					
7.	I always get informed of the need to produce results					
8.	I understand the organizational goals					
9.	Deadlines are always set to achieve results and I always work towards that					
10.	I always work towards achieving the goals of the organization					
11.	I always get encouragement to undertake risky ventures in the course of work					
12.	I enjoy my work and always try to risk in new ventures that can uplift my performance					
13.	I often get appreciated for the risky activities I undertake					

## ORGANISATIONAL BELIEFS

		1	2	3	4	5
14.	The mode of work at the Ministry of Tourism is improved					
15.	The organization norms favor all workers when it comes to work.					
16.	There is a strict check on arrival and departure time at work					
17.	Staff in this organization attends regularly to their duties.					
18.	I always get a work load and plan schedule to follow					
19.	I always get supervised and assessed on regularly basis and receive a feed back					
20.	The working policies are very favorable					
21.	I always get informed of the policies to follow while at work					
22.	The policies in place are well observed and adhered to					
23.	There is no power struggle at the Ministry of Tourism, Wildlife and Antiquities					
24.	The impact of power and authority is being felt in my department					
25.	I always get informed of the consequences of not full filling my responsibilities					
26.	There is a clear reward policy based on equality at the Ministry of Tourism, Wildlife and Antiquities					
27.	There is no well-designed and widely shared recruitment policy at the Ministry of Tourism, Wildlife and Antiquities					
28.	There is a belief at the Ministry of Tourism, Wildlife and Antiquities that men and women should compete for the organization jobs on equal grounds					
29.	The organization system aims at promoting the values of both male and female employees					

## ORGANISATIONAL PRACTICES

		1	2	3	4	5
30.	I know the organization structure of my ministry					
31.	There is a well observed promotional hierarchy in the structure					
32.	Gender balance is observed in the structure					
33.	The management employees autocratic leadership in managing the organization					
34.	The management employees democratic leadership in managing the organization					
35.	The leaders are fair and impartial when handling all the affairs of the organization					
36.	There is transparency and proper flow of information					

37.	The leaders help the subordinates to operate as a team					
38.	The leaders emphasize quality of work at all levels					
39.	The leaders focus on opportunities not problems.					
40.	The leaders always make sure staff understands all work place policies and procedures.					
41.	There is commitment by leaders in the ministry					
42.	Employees are committed to their jobs in the ministry					
43.	I love my job and I show commitment in executing my duties					

## SECTION C

### EMPLOYEE PERFORMANCE

		1	2	3	4	5
44.	I always accomplish tasks on time					
45.	I meet set deadlines					
46..	I accomplish tasks in the work plan					
47.	I always get the resources needed to perform the tasks					
48.	I make sure I accomplish my tasks on time					
49.	I enjoy the tasks given to me					
50.	I don't understand tasks assigned to me					
51.	I always receive guidance on tasks assigned					
52.	My expected output is pre-determined and made known to me					
53.	My outputs are always measured on quarterly basis					
54.	I would feel guilty if I do not work as expected					
55.	There is a mechanism for measuring quality of products in the ministry					
56.	I always get guidance towards getting quality products					
57.	I always get a feedback on quality of outputs					

58.	I always achieve the set targets					
59.	I always get reminded in time to meet the deadlines					
60.	I always commit myself to achieving the targets					
61.	I always get informed of the need to be efficient					
62.	Resources are always provided and in good time					
63.	I understand what efficiency is about					
64.	I understand why there is need for efficiency					
65.	There is a well-illustrated efficiency system in my department					

## **APPENDIX (ii): INTERVIEW GUIDE FOR TOP ADMINISTRATORS**

### **Interview guide for top administrators at the ministry of tourism, wildlife and antiquities**

1. Can you briefly explain the organizational values in this Ministry?
2. What are some of the innovative ideas adopted by Ministry of Tourism, Wildlife and Antiquities and what impacts have they made?
3. What kind of Innovations do you have in place in various departments in relation to performance?
4. How does absence of Innovation impact in the ministry?
5. Can you comment on team orientation as applied in the Ministry?
6. Please explain how team work has helped yield expected results.
7. Briefly explain some of the instances where risk taking has worked.
8. How are workers encouraged to take risks in their activities?
9. Explain some of the outcomes you intend to achieve and what has been obtained.
10. As a Ministry, what are some of the things you believe in that can improve performance?
11. Briefly explain what the mode of work is like in the various departments.
12. In your opinion, how are employees responding towards attendance and time management?
13. Can you briefly explain how power is being distributed and what effects it has had on performance?
14. What are some of the common practices carried out by employees and the effects they are impacting on performance?
15. What is the organization structure like in the Ministry and what do you comment about it?
16. As a leader, what could be the challenges that you are facing and how could you overcome them?
17. How do you see the commitment of employees in the ministry?
18. What could be done to ensure staff show commitment to work?

## **APPENDIX (iii): DOCUMENTARY REVIEW CHECK LIST**

1. Ministry of Tourism, Wildlife and Antiquities, Tourism Sector Annual Performance Reports: 2014/15 2015/16 and 2016/17 FYs. Data to be researched includes;
  - Policies, Strategies and Monitoring Services.
  - What the ministry performance has been for the past three financial years.
  - What it had targeted to achieve (planned outputs).
2. Ministry of Tourism, Wildlife and Antiquities, Top Management Meetings Minutes. To look for;
  - Policies that have been set and their implementation.
  - Actual budgetary allocations to departments.
  - Tasks assigned and work schedules.
  - Set targets and to what extent they have been achieved.
  - Expected outputs and actual outputs reported to have been achieved by respective departments.
3. Ministry of Tourism, Wildlife and Antiquities, Ministerial policy statements for 2014/15, 2015/16 and 2016/17 FYs. Data to be researched includes;
  - Annual Budget estimates and allocations to ministry and departments.
  - Vote performance and planned outputs.
  - Casted staff list for staff in post.
  - Organogram of the ministry.

**APPENDIX (iv): TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN  
POPULATION**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size

"S" is sample size.

Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", Educational and Psychological Measurement, 1970.