



**ORGANISATIONAL CULTURE AND PERFORMANCE OF THE OFFICE OF
THE DIRECTOR OF PUBLIC PROSECUTIONS- UGANDA**

BY

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT
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DECLARATION

I, *Alice Komuhangi*, hereby declare that, this is my original work and it has not been presented before; and neither will it be submitted to any university or institution of higher learning for any academic award. I have acknowledged secondary sources of information wherever I used them in this work.

Signed :.....Date:

APPROVAL

This dissertation entitled “Organizational culture and performance of the Office of the Director of Public Prosecutions - Uganda” has been submitted by Alice Komuhangi for examination with our approval as the Institute’s supervisors.

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Supervisor

DEDICATION

This dissertation is dedicated to my dear children Dinah Webale Khaukha, Joseph Andrew Khaukha, Shalom Murungi Khaukha and Abigail Kirabo Khaukha. It is my earnest prayer that as they grow up and read this book, they will find the information therein very useful and it will enable them to become great leaders and managers of great institutions.

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LIST OF ACRONYMS

CVI	Content Validity Index
JLOS	Justice Law and Order Sector
MNCs	Multi-National Corporations
DPP	Director of Public Prosecutions
ODPP	Office of the Director of Public Prosecutions
SIP	Strategic Investment Plan
SPSS	Statistical Package for Social Scientists

ABSTRACT

This study aimed at assessing the relationship between organizational culture and performance of ODPP. The study was guided by the following objectives: to assess the relationship between process oriented versus results oriented cultural dimension and performance of the Office of the Director of Public Prosecutions of Uganda; to examine the relationship between job oriented versus employee- oriented cultural dimension and performance of the Office of the Director of Public Prosecutions of Uganda and to ascertain the relationship between open systems versus closed systems and performance of the Office of the Director of Public Prosecutions of Uganda. A case study research design was used. The study predominantly employed a quantitative approach but also used a qualitative approach. A sample size of 170 respondents was selected using purposive and simple random sampling techniques and the data collection tools used were the questionnaire, interview guide and documentary review checklist. Quantitative data analysis mainly consisted of descriptive statistics and inferential statistics. Content analysis was used to analyze qualitative data. Findings revealed that optimization of process oriented over result oriented significantly related to the performance of ODPP ($r= 0.644>0.000$). On the second objective, it was established that optimization of employee oriented over job oriented practice significantly related to the performance of ODPP ($r= 0.500>0.000$). On the last objective, it was established that optimization of open systems over closed systems is significantly related to the performance of ODPP ($r= 0.637>0.052$). It was concluded that the performance of ODPP increases with the increased adherence to positive organizational cultural dimensions.

It is recommended that the different cultural dimensions are integrated if the performance of ODPP is to skyrocket.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Basing on the ideas of Hofstede (1997) about cultural dimensions, a number of public sector organizations find themselves favoring certain cultural dimensions while leaving out others and this affected their performance. Therefore, the Government of Uganda in 2012 launched a Public Sector Innovation Programme to particularly steer the performance of its departments. This programme comprised of a number of work processes that needed to be heightened, technology, leadership qualities and cultures that would favor organizational performance (Basheka, 2013). This programme was majorly introduced with an aim that the public sector would no longer operate in a way it had been operating since independence and new cultures needed to be adopted to steer innovation and performance (Mbabazi, 2012). The office of the Director of Public Prosecutions (ODPP) then known as the Directorate of Public Prosecutions (DPP), being a government department was affected by this arrangement since 2012. It was from this background that this study was undertaken to assess the culture being practiced in the ODPP and its relationship with the performance of the organization.

The performance of an organization is presumed to heavily rely on organizational cultures (Hofstede et al., 2010). For ODPP, basing on its strategic plan (2012/13-2016/2017), one of its predetermined key performance indicators included rate of conviction, rate of cases disposed of and accessing ODPP services particularly by the vulnerable persons. The ODPP aimed at achieving conviction at a percentage of 70 (DPP

Prosecution Performance Standards and Guidelines, 2014), dispose of at least 80% of criminal cases and make sure that at least 8 new field offices are established and operationalized every year for purposes of ensuring that vulnerable people can easily access prosecution services and reduce on case backlog. Further, DPP Prosecution Performance Standards and Guidelines (2014) also provide that case files for sanctioning were supposed to be handled within two working days and prosecution-led investigations were planned to be completed in 120 working days. However, from the available statistics, it is apparent that the ODPP performance targets are not yet achieved. For instance, the rate of conviction has remained below the set target. Besides, the rate at which cases are disposed continues to be low. It was from such a background that this study was conducted to assess whether the performance of ODPP in any way is related to the cultural dimensions practiced. The study aimed at assessing whether organizational culture has a relationship with performance of the Office of the Director of Public Prosecutions of Uganda particularly investigating the relationship between process oriented versus results oriented cultural dimension and performance of the Office of the Director of Public Prosecutions of Uganda; relationship between job oriented versus employee- oriented cultural dimension and performance of the Office of the Director of Public Prosecutions of Uganda and the relationship between open systems versus closed systems and performance of Office of the Director of Public Prosecutions (ODPP) of Uganda. In this study, organizational culture was the independent variable while performance was the dependent variable.

This chapter then consisted of study background, the problem statement that rendered the undertaking of the study, the purpose of the study, the study objectives on which this study was based, objectives helped to derive the questions and the hypotheses. The objectives are presented as derived from the conceptual framework, study significance, study justification, research scope as well as the key terms.

1.2 Background to the Study

1.2.1 Historical Background

Globally, the performance of organizations has been steering a number of concerns from a number of people and scholars since it affects service delivery (Armstrong, 2006). Organizational performance is not a factor of concern only in developing countries but also in developed countries. In countries like Canada, the performance of public sector organizations called for government officials to develop a number of strategies including streamlining organizational structures to realign the performance of an organization (Baker, 2002). It is from this historical importance that organizational culture started to get popularized in 1980s. In 1990s, organizational culture became very popular in American Companies and Japan. Organizational culture has its roots in ensuring that human relations are streamlined in public and private sector organizations (Zervas and David, 2013). Organizational scholars emerged while building on insights from anthropology and sociology contending that organizations tend to have a number of varying cultures differing in terms of values, beliefs and normative ways of doing things. These tend to inform employers and employee attitudes as well as actions in undertaking

organizational tasks and these tend to have latent effects on the performance of the organization (Hofstede, 1997).

In Africa, studies on organizational culture highly emerged in early 20th century. This was after the realization that the performance of both private and public organizations was shrinking despite the presence of all required resources. Scholars like O'Reagan, Ghobadian and Sims (2006) undertook a lot of quantitative studies to assess whether the cultures adopted in an organization may have an effect on its performance. It was established that not all cultures were leading to the problem but rather, some dimensions when not used appropriately against others may substantially affect the performance. Further, Lau and Ngo (2004) undertook an investigation in 2003 to establish whether there was a linkage between organizational culture and performance of service oriented industries taking a case study of Postal Corporation of Kenya. It was established that open systems are more appropriate than closed systems in enhancing the performance of organizations.

In Uganda, just like in other African countries, the studies on organizational culture were propelled by poor performance of organizations. Basing on the ideas of Hofstede (1997) about cultural dimensions, a number of public sector organizations found themselves favoring certain cultural dimensions while leaving out others and this was affecting their performance. In 2012, the Government of Uganda launched a Public Sector Innovation Programme to particularly steer the performance of its departments. This programme comprised of a number of work processes that needed to be heightened, technology,

leadership qualities and cultures that would favor organizational performance (Basheka, 2013). This programme was majorly introduced with an aim that the public sector would no longer operate in a way it had been operating since independence, new cultures needed to be adopted to steer innovation and performance (Mbabazi, 2012). The office of the Director of Public Prosecutions (ODPP) then known as the Directorate of Public Prosecutions (DPP) was among the government departments that were affected by this arrangement since 2012. It is therefore this background that propelled the undertaking of this study to assess the culture being practiced in the ODPP and its relationship with the organizational performance. At the end of the study, it was established that organizational culture had a positive relationship with performance of ODPP.

1.2.2 Theoretical Background

This study was anchored on Hofstede Cultural Dimensions Theory. This theory was pioneered by Hofstede et al. (1990 and 2010). The theory majorly assumes that the performance of an organization is based on the organizational culture it adopts and this takes over six dimensions. Hofstede et al. (1990 and 2010) conducted a study with a view to ascertain whether there are differing dimensions which organizational culture takes while adopting qualitative approaches and quantitative approaches to study twenty work organizations in the Netherlands and Denmark. A toy manufacturing company and municipal police corps were examined. From that research, the following six dimensions of culture were found: the first dimension was *process-oriented versus results-oriented cultural dimension*. This dimension is based on the fact that in each and every organization, there are process oriented cultures which are dominated by organizational

technical plans and bureaucracy while results-oriented cultures are based on concerns to do with outcomes. The research concluded that strong cultures are based on the results more than the processes (Otieno, Waiganjo & Njeru, 2015). The second dimension is *job oriented versus employee oriented cultural dimension*. This dimension assumes that cultures which are eyeing so much the jobs look at performance as based on job tasks, for cultures which are employee oriented look at ensuring that welfare of employees is improved more than job tasks. The third dimension is the *Professional Versus parochial cultural dimension*. In an organization where cultures are based on professionalism, they will ensure that they identify professional employees more than identifying employees that are already within the organization. The fourth dimension that was established by Hofstede et al. (1990 and 2010) was *the Open systems versus closed systems*. This means that organizations are cultured to communicate both in and out of the organization and external customers can easily associate or be accepted in the organization. The fifth dimension was the *Tight versus loose control*. This dimension deals with the level at which organizations choose to be dominated by formality and punctuality rather than settings which are informal in operation. The last dimension was *Pragmatic versus normative*. This referred to rigidity and flexibility of an organization.

Theory	Assumptions	Contribution to the study	Appropriateness of the theory	Weaknesses
Hofstede's cultural dimension s theory	Cultures of organizations reside in (often unconscious) values, in the sense of broad tendencies to prefer certain state of affairs over others (Hofstede, 2001) Organizational cultures reside rather in (visible and conscious) practices: the way people perceive what goes on in their organizational environment.	The theory enabled the research to identify strategies for making the ODPP more effective while reviewing different cultural dimensions used.	The theory is appropriate because it enabled the study to focus on the dimensions with a view to ascertain how applicable and relevant they are in the ODPP.	His theory has been largely applied in private sector rather than in public organizations and yet the factors that under pin performance in the two vary.

1.2.3 Conceptual Background

The study was based on two main concepts and these were; Organizational Culture and performance. In this study, culture was defined to mean the dynamisms that define interactions in form of languages, qualifications, work processes and so many others

(Deus, 2008). Hofstede et al (1990) further define culture as the collective programming of the mind which keep people in an organization or society to live differently from the others. He further states that organizational culture resides in visible and conscious conduct of people in an organization. Therefore, Hofstede et al., (2010) defines organizational culture as the overall people's perceptions or attitudes on what is supposed to take place in their organizational environment. Hofstede et al.(1990) developed six dimensions/ variables upon which a framework to describe organizational culture may be described and these are process- oriented versus results- oriented, job oriented versus employee oriented, professional versus Parochial, open systems versus closed systems, tight versus loose control, pragmatic versus normative. This study adopted *process-oriented versus results- oriented, job oriented versus employee oriented, and open systems versus closed systems* in studying organizational culture.

Javier (2002) defined performance as the equivalence of the famous 3 Es (economy, efficiency and effectiveness) depicted in activities of an organization. However, according to Daft (2000), organizational performance refers to the capacity of a firm or organization in achieving its set strategic goals and objectives working within the resources provided in a way that is efficient and effective. Ricardo (2001) indicates that organizational performance means the organization's potential in attaining its goals and objectives. In this study organizational performance was conceptualized as the ability of the Office of the Director of Public Prosecutions to dispose of cases, attain a high conviction rate and avail prosecution services to the people of Uganda especially the vulnerable in an efficient manner (DPP SIP III 2012/2013- 2016/2017).

Variable	Construct	Working definition	Operationalization	Source
Organizational Culture	<ul style="list-style-type: none"> ▪ Process Vs Results oriented ▪ Job Versus Employee oriented ▪ Open versus closed systems 	<p>Organizational culture: The collective programming of the mind that distinguishes the members of one organization from another. This includes the shared beliefs, values, and practices that distinguish one organization from another (Hofstede, 1980).</p>	<p>Process oriented: This refers to a culture where the organization emphasizes processes of work in the execution of the tasks.</p> <p>Results oriented: This refers to a culture where the organization emphasizes attainment of the outcome other than the means.</p> <p>Job oriented: This is the culture that emphasizes the execution of the task and not the individual executing the task.</p> <p>Employee oriented: This is a culture that emphasizes the wellbeing of the individual executing the task.</p> <p>Open system: This is a culture that encourages giving external stakeholders information freely and easy adaptation of new employees</p>	Hofstede et al (2010).

1.2.4 Contextual Background

The ODPP is a constitutionally established organization under Article 120 of the Constitution of the Republic of Uganda (1995). It is established with a mandate of handling criminal cases in any court in Uganda except the court-martial, and to direct police in investigations of cases of a criminal nature (DPP Third strategic Investment plan (SIP III) 2012/13 - 2016/17). Constitutionally, the ODPP acts independently from any person or authority. The ODPP mandate falls under the Justice Law and Order Sector (JLOS) that is directly responsible for administering justice, maintaining law and order and promoting the observance of human rights (ODPP report of the evaluation of the strategic investment Plan III, 2017). The ODPP is a very critical institution in the chain of criminal justice in Uganda. The Office of the Director of Public Prosecutions does not carry out criminal investigations but relies on investigations conducted by police. However, the DPP is mandated to give directives and instructions to police to investigate any information of a criminal nature and police is obliged to report to the Director of Public Prosecutions as soon as possible. The DPP also conducts prosecution-led investigations in some complex and high profile cases. Prosecution-led investigations is an innovation that was initiated by the office of the DPP to improve the quality of investigations in which the Office of the DPP leads/ guides police investigations at the earliest possible stages of the cases so that police gathers good quality evidence.

When a crime is committed, the public expectation is that the criminals should be traced, prosecuted and convicted without delay (Buteera, 2011). When a crime is committed, the aggrieved party reports to a nearby police station, at the police station a file is opened and

police commences investigations to ascertain the propriety of the complaint. Investigations are done by tracing and interviewing witnesses who have information about the matter, collecting relevant documents and carrying out scientific examination if necessary. The police then compiles a file and submits it to the Office of the DPP for reading and tendering advice as to whether the facts disclose an offence or not. The DPP or his/ her representative reads the file and takes a decision whether to register the matter to court or not. If the matter is deemed fit to be taken to court, then the DPP or his / her representative sanctions it and registers it in court from where it is prosecuted.

The ODPP has its head offices in Kampala and a number of Regional and Field offices spread throughout the country. In the execution of its mandate, the ODPP closely works with other institutions such as police (for investigations) and the courts (for adjudication). The ODPP also operates a complaints system which allows any member of the public who is dissatisfied with the decision taken by a member of staff of the ODPP or any action taken by police to file a written complaint with the Office of the DPP. Upon receipt of a complaint, the officer in charge of complaints calls for the file, it is read and a decision is taken. The complainant is then given feedback on the decision on the matter. Complaints are handled either at the headquarters, in the regional or district offices depending on where it originates from. Other category of cases handled by the ODPP are appeal cases. Whenever a case is concluded in a trial court, any party that is not satisfied with the court decision has a right to appeal to a higher court for review of the lower court's decision. The Office of the DPP handles appeal cases in the Chief Magistrates Courts, the High Court, Court of Appeal and the Supreme Court which is the highest

appellate court. In case of conviction of the offenders, the DPP or his/ her representatives appears in court as respondents and in the case of an acquittal of the suspect, the DPP or his/her representatives appears as the appellant.

The ODPP performance indicators include enhanced access to ODPP services, enhanced case disposal, and enhanced conviction rate and this study aimed at assessing the performance of the ODPP based on those performance indicators. The ODPP grapples with a challenge of case backlog and continues to have low conviction rates besides its limited visibility. For example, in the F/Y 2016/2017 the Office attained only 61% (DPP Policy Statement, 2016). This is below the targeted 70% (DPP Prosecution Performance Standards and Guidelines, 2014). Case backlog is a challenge not only in the Office of the Director of Public Prosecutions but in the entire Justice, Law and Order Sector (JLOS) (JLOS Performance Report, 2015). In the financial year 2016/2017 the Office of the DPP recorded 42,772 cases out of which 27,284 were sanctioned within time (DPP Policy Statement, 2016). Whereas the ODPP strives to avail prosecution services to all people in Uganda by creating field offices in the main districts of Uganda, a large majority of the people do not know enough about the DPP. This study therefore sought to explore the relationship between organizational culture and the performance of the ODPP specifically the case disposal rate, the conviction rate and access to ODPP services especially by the vulnerable.

1.3 Statement of the problem

The performance of an organization is presumed to heavily rely on organizational cultures (Hofstede et al., 2010). It is from this basis that a number of organizations including ODPP have been practicing several cultural dimensions including; process-oriented versus results-oriented, job oriented versus employee oriented, and open systems versus closed systems to steer performance. For ODPP, basing on its strategic plan (2012/13-2016/2017), one of its predetermined key performance indicators included rate of conviction, rate of cases disposed and accessing ODPP services particularly by the vulnerable persons. The ODPP aimed at achieving conviction at a percentage of 70 (DPP Prosecution Performance Standards and Guidelines, 2014), dispose of at least 80% of criminal cases in order to reduce case backlog and make sure that at least 8 new field offices are established and operationalized every year in order to enable people especially the vulnerable to easily access prosecution services. Further, DPP Prosecution Performance Standards and Guidelines (2014) also indicate that case files for sanctioning were supposed to be handled within two working days and prosecution-led investigations to be conducted to completion in 120 working days.

However, from the available statistics, it is apparent that the ODPP performance targets are not yet achieved. For instance, the rate of conviction has remained below the set target. In the financial year 2016/17, the rate of conviction was at 61% which is still below the 70% targeted. Only three field offices were put in place and not eight offices as had been planned. The period within which prosecution-led investigations are concluded continues to be much longer than the 120 days that had been set (ODPP Policy Statement

for FY 2017/ 18). Besides, the rate at which cases are disposed of continues to be low. If this situation is not attended to, case backlog will continue to go up, the conviction rate will remain low, the people will not easily access ODPP services and justice in Uganda will remain a mockery. It is from this background that this study was deemed necessary to assess whether the performance of ODPP in any way is related to the cultural dimensions practiced.

1.4 Purpose of the study

The aim of the study was to assess the relationship between organizational culture and performance of the Office of the Director of Public Prosecutions in Uganda.

1.5 Specific objectives of the study

The specific objectives of the study were:-

- (i) To assess the relationship between process oriented versus results oriented cultural dimension and performance of the Office of the Director of Public Prosecutions of Uganda
- (ii) To examine the relationship between job oriented versus employee- oriented cultural dimension and performance of the Office of the Director of Public Prosecutions of Uganda
- (iii) To ascertain the relationship between open systems versus closed systems and performance of the Office of the Director of Public Prosecutions of Uganda.

1.6 Research Questions

- (i) What is the relationship between process oriented versus results oriented cultural dimension and performance of the Office of the Director of Public Prosecutions of Uganda?
- (ii) What is the relationship between job oriented versus employee- oriented cultural dimension and performance of the Office of the Director of Public Prosecutions of Uganda?
- (iii) What is the relationship between open systems versus closed systems and performance of the Office of the Director of Public Prosecutions of Uganda?

1.7 Research hypotheses

- (i) There is a significant positive relationship between process oriented versus results oriented cultural dimension and organizational performance.
- (ii) There is a significant positive relationship between job oriented versus employee-oriented cultural dimension and organizational performance.
- (iii) There is a significant positive relationship between open systems versus closed systems and organizational performance.

1.8 Conceptual framework

The conceptual frame work below shows that there is a relationship between organizational culture and performance and specifically the three dimensions of culture as identified by Hofstede et al. (1990), that is process *oriented versus results oriented*, *job oriented versus employee oriented* and *open systems versus closed systems* with

performance of the Office of the Director of Public Prosecutions and specifically on the rate of case disposal, the conviction rate and access to prosecution services especially for the vulnerable.

INDEPENDENT VARIABLE (IV) DEPENDENT VARIABLE (DV)

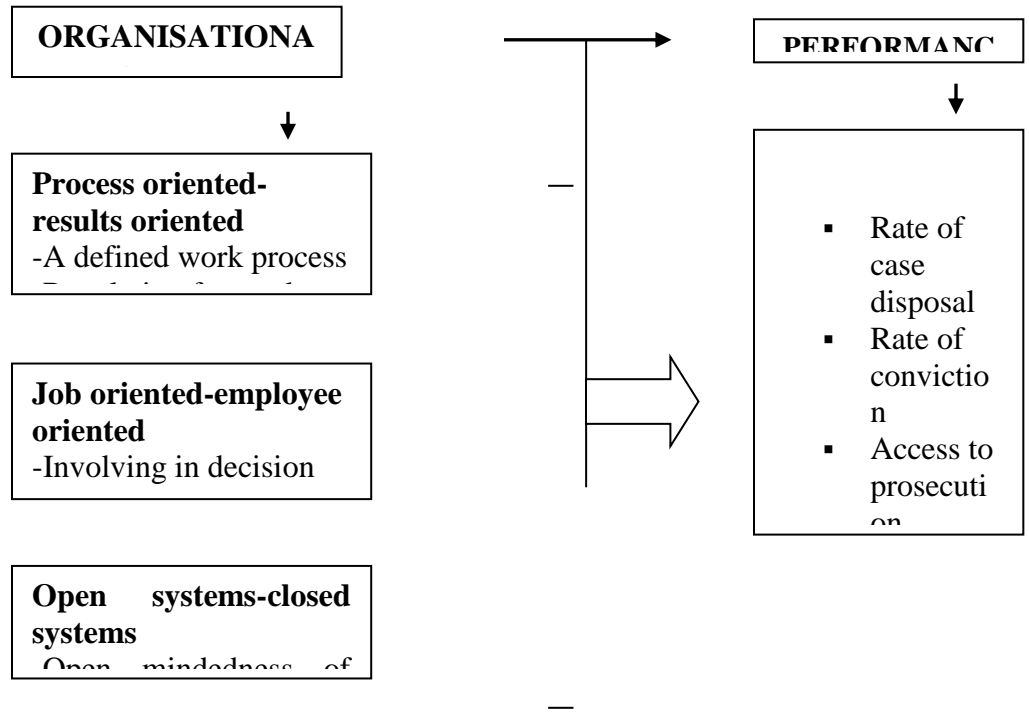


Figure 1: Conceptual framework showing the relationship between organizational culture and performance of the ODPP

1.9 Scope of the Study

1.9.1 Content Scope

This study aimed at assessing the relationship between organizational culture and performance and focuses on the Office of the Director of Public Prosecutions in Uganda. Organizational Performance in this study was limited to rate of case disposal, rate of conviction and access to prosecution services, whilst, organizational culture was limited

to three dimensions that is; process- oriented versus results- oriented, job oriented versus employee oriented and open systems versus closed systems.

1.9.2 Geographical Scope

This study was conducted in the entire Office of the DPP which covers the whole country. The headquarters of the Office of the Director of Public Prosecutions is located in Kampala City, Workers House 11th and 12th Floor Plot 1 Pilkington Road while the regional and field offices are spread in the whole country. The field offices are 116 while the regional offices are 16 in number.

1.9.3 Time Scope

The study focused on the performance of the ODPP for a period of five financial years 2016/13-2016/17. This period was selected because it fits in the recently implemented Third Strategic Investment Plan of the Office of the Director of Public Prosecutions (DPP SIP III 2012/2013- 2016/2017). This study therefore aimed assessing performance of the ODPP for the above stated period of five years of the implementation of the DPP SIP III (2012/2013-2016/2017).

1.10 Significance of the Study

A number of studies had been done on the subject and the findings all confirm the fact that a strong organizational culture is an asset to any organization in enhancing performance and attaining competitiveness and those organizations with stronger cultures perform much better than those with weak ones. Therefore the findings in this study may

guide the leadership and management of the ODPP to develop, embrace and make use of a strong organizational culture for enhancement of performance in the wake of very stiff competition.

The study may also contribute to the available literature by providing data for the future references and open up new areas for more research. This study will also enhance my knowledge on the subject and lead me to an award of a Masters Degree in Institutional Management and Leadership by the Uganda Management Institute.

1.11 Justification of the study

A number of studies including Kotter and Heskett (1992), Van der Post (1998), Deshpande and Farley (1999), and Ezirimi, Nwubere and Emecheta (2010) have been done while assessing the relationship between organizational culture and organizational performance across the world, in Africa, in Uganda and many corporate organizations in Uganda. However, no study had been done in Uganda while assessing the relationship between organizational culture and organizational performance using ODPP. The rationale for conducting this study therefore lay in the fact that there was no study done in ODPP. The ODPP affects and is affected by the police, Judiciary, prisons service, as well as other justice institutions, and even the general public who benefit from its services. Hence it is pertinent to establish how its performance may be enhanced with a view to deliver prosecution services in an efficient and effective manner. The study findings may add value to the Office of the Director of Public Prosecutions as they may

be used to improve the organizational culture for enhanced performance to get competitiveness.

1.12 Operational Definitions

Organizational culture: this refers to the collective programming of the mind that distinguishes the members of one organization from another. This includes the shared beliefs, values, and practices that distinguish one organization from another (Hofstede, 1980).

Organizational Performance: this refers to the ability of the organization to attain its goals and objectives efficiently (low cost).

Case disposal: this refers to the conclusion of cases both at the Office of the DPP and in court.

Conviction rate: this refers to the percentage of cases that end up with a guilty verdict in court.

Access to prosecution services: this refers to the availability of the services offered by the Office of the DPP.

Process oriented: this refers to a culture where the organization emphasizes processes of work in the execution of the tasks.

Results oriented: this refers to a culture where the organization emphasizes attainment of the outcomes other than the means.

Job oriented: this refers to the culture that emphasizes the execution of the task and not the individual executing the task.

Employee oriented: this refers to a culture that emphasizes the wellbeing of the individual executing the task.

Open system: this refers to a culture that easily opens up to new employees and encourages giving external stakeholders information freely.

Closed system: this refers to a culture that does not easily welcome new employees and dissemination of organizational information to external stakeholders.

The next chapter two presents literature reviewed for the study carried out on the relationship between organizational culture and performance and focuses on the Office of the Director of Public Prosecutions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The researcher acknowledges that a substantial number of studies have been done by different scholars world over trying to assess whether organizational culture is related to organizational performance and this chapter presents and analyses the findings of some of those studies. The literature was reviewed basing on the variables under study and specifically reviewed conceptualization of organizational culture and performance by the diverse scholars and the relationship between organizational culture and organizational performance.

2.2 Theoretical Review

The theoretical framework was anchored from Hofstede Cultural Dimensions Theory. This theory was pioneered by Hofstede at al. (1990 and 2010). This theory majorly assumes that the performance of an organization is based on the organizational culture it adopts and this takes over six dimensions. Hofstede at al. (1990 and 2010) conducted a study with a view to ascertain whether there are differing dimensions which organizational culture takes while adopting qualitative approaches and quantitative approaches to study twenty work organizations in the Netherlands and Denmark. A toy manufacturing company and municipal police corps were examined. From that research, the following six dimensions of culture were found. The first dimension found was *process-oriented versus results-oriented cultural dimension*. This dimension is based on the fact that in each and every organization, there are process oriented cultures which are

dominated by the organization's technical plans and bureaucracy while results-oriented cultures are based on concerns to do with outcomes. The research concluded that strong cultures are based on the results more than the processes (Otieno, Waiganjo & Njeru, 2015). The second dimension is *job oriented versus employee oriented cultural dimension*. This dimension assumes that cultures which are eyeing so much the jobs look at performance as based on job tasks, for cultures which are employee oriented look at ensuring that welfare of employees is improved more than job tasks. The third dimension is the *Professional Versus parochial cultural dimension*. In an organization where cultures are based on professionalism, they will ensure that they identify professional employees more than identifying employees that are already within the organization. The fourth dimension that was established by Hofstede at al., (1990 and 2010) was *the Open systems versus closed systems*. This means that organizations are cultured to communicate both in and out of the organization and external customers can easily associate or be accepted in the organization. The fifth dimension was the *Tight versus loose control*. This dimension deals with the level at which organizations choose to be dominated by formality and punctuality rather than settings which are informal in operation. The last dimension was *Pragmatic versus normative*. This refers to rigidity and flexibility of an organization.

It was thus assumed that the observance of the above organizational cultural dimensions would equal to improved organizational performance (Oteino et al, 2015). Oteino et al., (2015) ascertained that cultural dimensions set a defined work process, regulations for work execution, room for innovation and sanctions for non-compliance. They further

become a basis of involving employees in decision making process or not, they become a basis for individual considerations or collective considerations, provision of performance feedback and work cooperation. They also guide the organizations on whether to be open minded or not, externalize work procedures and client considerations. These according to Hofstede et al. (1990 and 2010) become a basis for organizational performance.

2.3 Conceptual Review

2.3.1 Process oriented versus results oriented cultural dimension and Organizational Performance

De Cremer (2006) acknowledges that process oriented culture is a cultural dimension that focuses on providing latitude for the group members in allowing them discuss as well as think about their own opinions in line with provided work processes within the organization. Olaniyan (2007) argues that there is a need for a well-defined work process to spur the performance of an organization. He added that most of the organizations fail to meet their targets in a year because they lack clear and well defined work process or structure that can guide what to be done and when they should be done. In a study done in service organizations in Namibia, Quick & Nelson (2013) established that poorly performing organisations were those which measured low in adhering to work structures and processes but rather follow their own work strategies. The promotion of a defined work process is very important than only focusing on results. Being result oriented tends to negatively affect the performance since most of the work processes are abused to simply have results (Oteino et al, 2015).

Ng'ethe, Namasonge and Mike (2012) further ascertained that the work regulations need to be promoted than focusing merely on results if the performance of an organisation is to be met. In South African Office of Director of Public Prosecutions, it was found out that the rate at which cases were disposed of depended on ensuring that work execution processes are followed. The underlying challenge to achieve performance in an organisation is due to absence of strong supervisory boards that ensure that all predetermined work processes and amount is achieved within the timeline set. The execution committees need to be stringent enough to ensure that things are done as per the plan.

Van de Vliert (2006) concurred with the above scholars while explaining room for expansion. He ascertained that most of the organizations in developing worlds are only pressing for results at all costs without ensuring that they provide a room that can precipitate innovation in an organization. The room for innovation forms a fundamental role in ensuring that work processes that enhance so, are followed. The process oriented culture will then be preferred than result oriented culture. Jonas (2005) in the same line ascertains that result oriented culture can be more important especially when recruiting employees because teams that tend to put results on frontline tend to have their goals and objectives met in a shortest period of time. He gave an example of football teams that buy players to simply pursue improvement in performance, such teams tend to abuse the processes but end up successful every year. Hamza et al (2009) contrarily explains that following a result oriented culture is very expensive and lack long-lasting impact on

performance. He thus indicated that process oriented culture is good in building for the future instead of immediate results that are not long-lasting.

Armstrong (2010) conclusively indicated that work processes need to be put in place, be enforced and supervised and then sanctions for non-compliance or compliance also be promoted. Such sanctions should be both financial and non-financial in nature. They should either stimulate good behavior or stifle bad behavior. Kotter and Heskett (1992) further established that all organizations which ensure that they employ sanctions for non-compliance or rewards for compliance have had their profit margin improve and this is for private sector organizations. Sadri and Lees (2001) concurs with Kotter and Heskett (1992) while indicating that compliance with corporate culture becomes beneficial in a way that the competitiveness of an organization tends to be steered. The researcher agreed with the above findings but observes that the studies examined the relationship between process oriented versus results oriented culture in promoting organizational performance but the literature fell short of explaining what was happening in ODPP in Uganda. It was from this background that this study was undertaken to assess what is happening in ODPP to fill this gap. The study set out to establish the relationship between process-oriented versus results oriented cultural dimension and performance at the Office of the DPP. The study found that process oriented cultural dimension is the most preferred cultural dimension in the ODPP and there is a significant positive relationship between process-oriented cultural dimension and performance, implying that process-oriented dimension has a positive effect on performance of the ODPP. Thus, it can be

concluded that at the Office of the DPP, performance improves with greater use of process oriented over result oriented.

2.3.2 Job oriented versus employee oriented cultural dimension and

Organizational Performance

To establish the relationship between job oriented versus employee oriented cultural dimension on organizational performance, Gastil (2014) indicates that employee oriented culture calls for the leader to be a coach, has the final say, but also to gather valuable information from organization's members before making a decision. Wehrich & Koontz (2013) contend that, managers basing on employee oriented culture tend to encourage full participation from their subordinates allowing free exchange of ideas and opinions. This culture permits manager-employee relationship in which managers have complete trust and confidence in their subordinates.

Rowold (2013) in support of the foregoing views, insinuates that employees get into their organization's vision and tend to perform above their expected performance when the managers give a priority to employee based welfare. Promotion of employee welfare is more than job tasks promotion. Promoting jobs well done without ensuring that employees are motivated and rewarded to the level that is expected negatively affects the performance of an organization because employees will always look forward to ensure that they perform their work duties but will not be motivated to take extra efforts to see that these work tasks are fulfilled with much excellence. They will only do work as told and not work as needs to be done (House et al, 2007).

Van der Post et al. (1998) examined the relationship between employee oriented culture and the performance of organizations in South Africa. He used a number of dimensions to measure employee oriented corporate culture versus job oriented cultural typology. The study findings showed that employee oriented culture is positively related to the financial performance of the firms investigated whereas the job oriented culture had a negative relationship with the performance of these firms. Van der Post et al. (1998) further ascertained that those private consulting firms which were following consistently job oriented culture had the performance negatively affected as opposed to those which followed employee oriented approach. The study being reviewed examined financial performance on profit making business firms using 15 dimensions of culture but the current study intended to either confirm or refute the conclusions of Van der Post et al. (1998) on one nonprofit making public service organization using three dimensions of culture. Besides, this study sought to assess the performance of the ODPP regarding case disposal, conviction rates and access to prosecution services.

Similarly, Northouse (2013) suggested that strong well defined job descriptions enhance the performance of an organization. However, his study findings got opposition from Carrol (2014), who observed that ‘a simple model’ relating organizational culture to performance cannot be a valid approach to improving the performance of an organization meaning this leads to growth of a much more understanding of the relationship between job oriented culture and performance. Wilderom and Berg (1998) argued that rather than wasting resources and time to ensure that jobs are done in the time set, it is important to

ensure that employee oriented culture is promoted very strongly if the performance of an organization is to improve.

Denison and Mishra (2016) further asserted that employee-oriented culture comes around with involving of employees in decision making processes and their ideas can be felt in the work policies in place. He added that not like the job-oriented cultural dimension, employees ideas are highly sought to ensure that they feel involved in the overall organization's processes and this stimulates performance. Northouse (2013) adds that job oriented culture does not look forward to involve employees in decision making since their overall aim is to ensure that job tasks are performed in the time set. Therefore, Northouse (2013) seemed to prefer employee oriented cultural dimension in promoting organizational performance than the job-oriented cultural dimension.

Carrol (2014) therefore ascertains that employees need to be considered individually, solve their problems, train them, promote their capacities, skills and given prompt salaries if the performance of an organization is to improve. Individual consideration comes along with ensuring that performance feedback and team work are promoted which makes employees feel part of the organization and this enables them to meet timely service delivery. Nusair, Abaaneh and Bae (2012) adds that departments within organizations need to cooperate and trust each other and this becomes a basis for enhancing the performance of an organization. This study thus was undertaken to assess whether job oriented or employee oriented cultural dimension was promoted and the extent of relationship with organizational performance. The study set out to establish the

relationship between job oriented versus employee oriented cultural dimension and performance of the Office of the DPP. The findings revealed that in the ODPP, employee oriented cultural dimension was the most preferred and it was found to have a significant positive relationship with performance. Thus, from the above findings, it can be concluded that at the Office of the DPP, performance improves with greater use of the employee oriented cultural dimension.

2.3.3 Open systems versus closed systems cultural dimension and organizational performance

In understanding the relationship between open systems versus closed system cultural dimension on performance of an organisation, Alan (2013) argues that organisations tend to opt for closed systems which have enormous effect on performance of an organisation. Ronald (2011) ascertained that the performance of an organisation relies heavily on being open minded. External clients need to be provided with information required than only limiting it to internal clients which negatively affects the performance of an organisation. Further, Crow & Hartman (1995) concedes that open systems culture tends to exert considerable influence on the commitment and job performance of employees. This view is further demonstrated by Banhole (2002), who reiterates that understanding the optional utilization of human friendly alternative management styles that put emphasis on participative planning process and appraisals, is of necessity a crucial determinant of employee job performance and commitment. To Banhole such participative actions tend to boost job satisfaction, morale and motivation of workers. However, for Ting (1996) task clarity which is only possible in some form of emphatic central instructions is an inevitable precursor to performance at the job. Raduan et al. (2008) assessed the

relationship between culture and performance in the American, Japanese, European and Malaysian Multi-National Companies (MNCs) operating in Malaysia. She used four cultural dimensions as explained by Hofstede (1980) while putting much emphasis on open systems versus closed systems culture. The researchers assessed top management of Multinational Companies located in Malaysia and the cultural dimensions they used. The study findings revealed that Americans and European Multi-National Companies were dominated by a culture of individualism, low power distance, low uncertainty avoidance and femininity. On the other hand, the Japanese and Malaysian Multinational Companies were dominated by the culture of collectivism, high power distance, high uncertainty avoidance and masculinity. The study further revealed that American and European Multi-National Companies were performing better in all the five performance dimensions than the Japanese and Malaysian Multi-National Companies. The study concluded that companies managed by expatriates took on the cultures of the home country of the expatriates.

The above study did not clearly state the problem that informed the study. It also clearly shows that the study under review looked at four dimensions of culture (*individualism and collectivism, power distance, uncertainty avoidance and masculinity and femininity*) while the current study will address three dimensions of culture as developed by Hofstede et al. (1990) (*Process oriented versus results oriented, Job oriented versus employee oriented, Open systems versus closed systems*). The methodology used in the study under review involved consulting only managers using closed ended questionnaires but the respondents in the study included both the managers of the ODPP and the employees as

well. It was the researcher's view that response from only the managers and executives alone would generate biased findings and might not reflect the correct position.

The current study also used both a semi structured questionnaire and an interview guide for in depth interviews. Whereas the reviewed study was on private multi-National Companies (business enterprises) where it was concluded that organizational culture is influenced by the culture of the country of origin of the managers thereby influencing performance, this study addressed organizational culture in a nonprofit making public sector organization. Furthermore, while the study under review assessed financial perspective, customer perspective, internal business perspective, innovation and learning perspective and technological assessment as the performance indicators, the current study used case disposal, conviction rate and access to prosecution services especially by the vulnerable (non-financial performance indicators).

Another related study was done by Ul Mujeeb et al. (2011) who studied the relationship between the components of organizational culture and performance management practices. The study used the four traits of organizational culture in Denison's (1990) frame work of involvement, consistency, adaptability and mission while conceptualizing performance management as the presence of clear and measurable goals, performance measurement system, and consultative performance appraisal, training effectiveness and performance based compensation.

Clearly, the above study has different dimensions of organizational culture from what the current study investigated. Whereas the study under review addressed involvement, consistency, adaptability and mission, the current study addressed the cultural constructs of (Process oriented versus results oriented, job oriented versus employee oriented, open systems versus closed systems). Besides, during the study under review, only employees of the university were consulted. The university management and leadership were not consulted and this could have resulted into having a one sided response from only the employees. In this study, the employees the management and the executive of the ODP were all consulted. It is also apparent that whereas Mujeeb et.al (2011)'s study investigated performance management practices, the current study investigated actual performance with the performance indicators of case disposal, conviction rate and access to prosecution services.

Lunenburg (2011) examined open and closed oriented relationships: views of excellence and theory Z and arrived at a conclusion that organizational effectiveness may be impacted by open and closed oriented relationships. His study was based on Peters and Waterman's (2006) views of excellence and William Ouchi's Theory Z (1993). Peters and Waterman's views of excellence are a bias towards action, focusing on customers, independence of employee and entrepreneurship, hands- on, value driven efforts, sticking to the knitting, simple form, lean staff, and simultaneous loose tight properties. The current research addressed the three dimensions of process oriented versus results oriented, job oriented versus employee oriented, open systems versus closed systems. The study measured performance using attributes of case disposal, conviction rate and access

to prosecution services. In this study, a semi structured questionnaire and an interview guide were used to collect data from the executive, management and the employees of the ODPP. The study set out to establish the relationship between open systems versus closed systems and performance of the Office of the DPP. It was established that open systems was the most preferred cultural dimension in the ODPP and was significantly and positively related to performance. Thus, from the above findings, it can be concluded that the more administrators employ the open systems over closed systems, the higher the performance of the organization.

2.4 Summary of Literature Review

From the foregoing literature, it is evident that indeed a good number of studies have been conducted on the relationship between organizational culture and organizational performance. However, the above stated variables (organizational culture and performance) do not have a universally accepted definition. Different scholars have defined, operationalized and conceptualized the variables differently. Whereas some scholars state that organizational culture is reflected in the values, beliefs, customs and norms in an organization, others contend that organizational culture is reflected in organizational practices. However, though defined and conceptualized differently, most scholars agree on some common elements regarding organizational culture. Some of the common elements are that organizational culture should be collective, shared amongst all the members of the organization and should distinguish organizations thereby providing an organization with a competitive edge. Whereas performance is also defined differently by the different researchers and also assessed while basing on varying performance

indicators, there is consensus that performance should be determined by the ability of an organization to achieve its goals with minimum resources. The consulted literature also confirms that there is an agreement amongst scholars that organizational culture is related to organizational performance. Most scholars argue that organizations with strong and positive cultures were found to be performing much better than the organizations with weak and negative cultures. That strong culture gives organizations a competitive advantage over other organizations working in the same sector and geography using the same strategy. This study sought to ascertain whether there exists a strong, positive or weak and negative culture in the ODPP and assess the relationship between organizational culture and performance of the organization.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the research design, study population, sample size and selection, sampling techniques and procedures, data collection method, data collection instruments, procedure of data collection, data quality control and analysis and ethical considerations.

3.2 Research Design

This study chose a case study design applying both qualitative and quantitative approaches (Mugenda and Mugenda, 2003). A case study was adopted by purposely selecting the Office of the Director of Public Prosecutions because of its easy accessibility to the researcher and because it represents a public service sector institution. The study used both primary and secondary data (Sekaran, 2003). Primary data was collected from specific individuals with knowledge, opinions, perceptions and experiences using close ended questionnaires and in-depth interviews. Secondary data was found from the internet, journals, reports, Policy documents, standard guidelines and books. The qualitative approach was used to get an in-depth analysis of the problem under investigation while the quantitative describes study findings quantitatively on the dimensions of the organizational culture under study and their relationship with performance in the Office of the Director of Public Prosecutions and also investigated relationships (Creswell et al., 2003). It was employed in answering the hypotheses. Both the quantitative and the qualitative findings were complementarily used for issues of triangulation (Barifaijo, et al 2010).

3.3 Study Population

The study population was members of staff of the Office of the Director of Public Prosecutions. This study targeted 325 prosecuting staff (ODPP Human Resource Records, 2017). These included; 256 field and regional officers and 16 executive and top management officials at ODPP in Kampala Uganda. These people were selected because they manifested the organizational culture and kept practicing it over time.

3.4 Sample size and selection

Mugenda and Mugenda (2003) define a sample to mean a smaller group obtained from the accessible population. Each member or case in the sample is referred to as a subject. Sometimes, the term “respondent” or “interviewees” are used. Webster (1985) defines a sample as a finite part of a statistical population whose properties are studied to gain information about the whole. Sampling is a process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected (Mugenda and Mugenda, 2003). The researcher used the statistical table for determining sample size by Krejcie and Morgan (1970) to determine and select a sample of respondents to participate in the study as shown below:

Table 3.1: sampling size and techniques

No	Category	Population	Sample	Sampling Technique
1	Executive members (The DPP and Deputy DPP)	3	3	Purposive sampling
2	Management Staff (Principal Assistant DPP and Senior Assistant DPP-Heads of Department, Senior Principal State Attorneys-Heads of Department)	13	10	Purposive sampling
3	Regional and field Officers	309	170	Simple random sampling
	Total	325	183	

3.5 Sampling techniques

A sampling technique is the process of establishing a sample to be used in undertaking the study. Sampling takes two main approaches namely probability and non-probability sampling techniques. The probability sampling gives all the elements in the population a chance of being selected as a sample size (Amin, 2005). The researcher used purposive sampling for the executive and members of top management and simple random sampling for the regional and field officers. The researcher used the staff list for the organization from the human resource records and gave a number to every subject /member of the accessible population. The researcher put the numbers in a container and then picked any number at random. The subjects corresponding to the numbers picked were included in the sample (Mugenda and Mugenda, 2003). This technique was preferred because the sample was always advantageous in making generalization of data collected to a larger population. It also permitted the researcher to apply inferential

statistics to the data and provided equal opportunity of selection for each element of the population (Kombo and Tromp, 2014).

3.6 Data collection methods

The study used a survey approach, which collected data using both qualitative and quantitative data. Questionnaire and interviewing approaches were used in collecting data on the relationship between organizational culture and performance of the Office of the Director of Public Prosecutions.

3.6.1 Questionnaire Survey

The study used a questionnaire because the variables being examined could not be observed. The researcher sought to obtain views, opinions, perceptions, feelings and experiences of the respondents on the existing organizational culture in the Office of the DPP and how it was related to organizational performance. The questionnaire was also used because it was less expensive to administer (Amin, 2005). In this case, the researcher ensured that respondents agreed voluntarily to fill the questionnaires in their time of convenience. Respondents who wished to fill the questionnaires online were also accepted provided that they could respond in the timeline required. The questionnaire method was used because it was convenient for a large number of people like regional and field officers.

3.6.2 Interviewing

The researcher also conducted face to face in-depth interviews with some of the key respondents (the executive and members of top management) who were considered

knowledgeable in order to obtain an in-depth understanding of the problem under study. Since these were taken to be informed about the study due to their duration of work at ODPP, this method enabled the researcher to get the respondents' feelings, perceptions and opinions. This was because the interview method permitted more detailed questions to be asked and probing. It was also possible to achieve a high response rate and respondent's own voices.

3.6.3 Documentary Review

Secondary data was collected by reviewing documents such as text books, Articles and Journals, Reports, internet, policy documents, annual performance reports, and any other relevant library materials.

3.7 Data Collection Instruments

3.7.1 Questionnaire

The study used a semi-structured questionnaire which was distributed to selected regional and field officers or prosecuting officers under ODPP. The questionnaire had both open and close ended questions. This was administered using hardcopies or online depending on the choice of the officers. This questionnaire was designed using a 5-likert scale questionnaire ranging from scale of strongly disagree to a scale of strongly agree to get quantifiable primary data from individual respondents. The questionnaire covered the two variables under study.

3.7.2 Interview guide

The researcher used a non-structured interview guide with open ended questions to conduct face to face interviews with the executive and members of the top management of the ODPP. The interview guide helped in getting in depth information, insight and understanding of the problem under study. It also helped in clarifying any ambiguities. The interview guide was chosen because it was appropriate in probing and prompting answers from the key informants which made it more elaborate than the questionnaires. All ambiguities created by the questionnaires were fastened by the interview guide.

3.8 Data Quality Control

The data collection instruments were pretested to ensure that they collected valid and reliable data.

3.8.1 Validity

The data collection instruments were pre tested for measurement of truthfulness of the results. The pilot results enabled the researcher to re-design the research instruments to improve the validity of the data where necessary. Content Validity Index (CVI) revealed the potential of the constructed instrument to remain right and true for the intended study. The researcher determined CVI, when after giving the questionnaire/ instrument to two management and research professionals for rating/ judgment and scoring. Mathematical model, $CVI = [(IR_1 + IR_2) \div 2] \div \text{No of items in questionnaire}$, the content validity index was accordingly calculated using the formula below and table 3.2 has more details:

IR₁ referred to inter – rater/ judge one; IR₂ meant inter rater/ judge two.

Table 2: Content Validity Indices for the tools

Variable	Description	No. of Items	Content validity index
Independent	Process-oriented verses result oriented	6	.800
	Job oriented verses employee oriented	7	.891
	Open systems verses closed systems	8	.796
Dependent	Performance	5	.802

Source: Primary data, 2017

According to (Amin, 2005), CVI of 0.7 and above was presumed enough to allow the researcher proceed with data analysis (Opolot, 1992; Amin, 2005).

3.8.2 Reliability

Reliability measures the consistence of the instruments in measuring what it is supposed to measure (Amin, 2005). The study instruments were pretested for their reliability on a sample of 8 respondents from the Office of the DPP to examine individual questions as well as the whole questionnaire. Internal consistency technique was used where a fraction of respondents (8 respondents) not part of the study was requested to answer a pre-test questionnaire and thereafter data that was obtained and used to calculate Cronbach alpha. A Cronbach coefficient of above 0.7 was considered appropriate before analysis was done (Kothari, 2004).

Table 3.3: Cronbach Alpha Indices for the tools

Variable	Description	No. of Items	Cronbach Alpha Coefficient
Independent	Process-oriented verses result oriented	6	.843
	Job oriented verses employee oriented	7	.811
	Open systems verses closed systems	8	.930
Dependent	Performance	5	.799

Source: Primary data, 2017

During qualitative data quality control, transcription was used. Here, a manual was created to guide the transcription process. Monitoring of the quality of transcription by comparing the transcribed interviews against the actual tape (either all or random sample) was employed. This was done more often in the beginning to identify and correct problems early in the process (Gibbs, 2007). This helped in providing feedback to transcriptionist/translator and asked them to make corrections. The researcher kept tabs on frequent or systemic mistakes in translation/transcription and provided on-going training

3.9 Procedure of data collection

After the research proposal had been approved by the Uganda Management Institute, the researcher pretested the data collection instruments on a sample of the respondents in the Office of the DPP and made the necessary adjustments on the instruments. Further, the researcher made all required corrections and submitted final copies to the School of Management Science, UMI where a field introductory letter was issued (UMI Proposal

Masters' Guidelines, 2011). Upon receiving the letter, the researcher proceeded to ODPP where permission was granted. The researcher identified two research assistants who were later assigned the task of administering the questionnaires that were used to collect data and conducting the face to face interviews.

3.10 Data Analysis

Qualitative and quantitative data were analyzed and triangulated.

3.10.1 Qualitative data

Qualitative data was analyzed in themes according to the objectives of the study using intrusion and interpretation and the findings were presented in a narrative form. Qualitative data from interviews were classified in terms of themes, which were sorted out and categorized accordingly; simple content categories, themes and sub-themes, was closely examined and compared for similarities and differences. Transcribing was used to evaluate the phenomena according to the researcher's interpretation of events and judgments.

3.10.2 Quantitative data

Quantitative data was coded following the objectives of the study and processed using statistical software package for social sciences (SSPSS). The resulting information was used for the research report as descriptive statistics (tabulation, percentages, frequencies, bar graphs and pie charts) and standard deviation and variation was also determined. Findings were reviewed to ascertain whether they supported the research hypotheses as

contained in the proposal or not. To find out the relationship between independent variables and the dependent variables, the researcher used correlation analysis. This was further supported by the regression which was computed to explain the effect of the independent variable on the dependent variable. To find out the correlation between organizational culture and performance, the researcher used Pearson correlation.

3.11 Measurement of variables

Variables were measured using a nominal scale that enabled the classification of individuals, objects and responses into subgroups based on a common or shared property or characteristic (Kothari, 2004). Ordinal scale was used in categories that involved numbers. The Likert Scale Type was also developed through factor analysis or on the basis of inter-correlations of items to establish the relationship between the items.

3.12 Ethical considerations

The research ensured confidentiality and also ensured that the respondents were informed about the purpose of the study prior to securing their consent to participate. Where the respondents did not desire their identities and particulars to be disclosed, the same was concealed. The researcher also ensured that all literature read, reviewed and referred to in the study was duly recognized. The researcher was guided by research ethics during the study where respondents` informed consent was sought, benefits of the study were explained, while their rights, privacy and confidentiality was assured and observed. Voluntary participation in the study was assured. The individual was free to refuse to

participate without consequences. An assurance of protecting the respondents' dignity was expected. This led to a higher response rate for the study.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter investigated the relationship between organizational culture and performance in the Office of the DPP. The findings were obtained on the relationship between process oriented versus results oriented cultural dimension, job oriented versus employee oriented cultural dimension and open systems versus closed systems and performance of the Office of the Director of Public Prosecutions of Uganda. Specifically, the chapter in turn presents the response rate, biodata, and study findings;

4.1 Response Rates

Table 4.1: Response Rates

Population categories	Target sample	Response	Response rate
Executive members (The DPP and Deputy DPP)	3	1	33.0%
Management Staff (Principal Assistant DPP and Senior Assistant DPP- Heads of Department, Senior Principal State Attorneys-Heads of Department)	10	7	70%
Regional and field Officers	170	158	92.9%
Total	183	166	90.7%

Source: Primary data

According to Table 4.1, the overall response rate was 90.7%, this is representative of the actual population and can be used to generalize the findings to other prosecuting staff

who did not participate in the study as Sekaran (2003) suggests. Amin (2003) observes that a response rate of above 70% is appropriate. The respondents who failed to participate in the study were not found in place of data collection during collection of data, others had travelled abroad and others did not answer the questionnaires well as expected.

4.2 Background Information

The respondents' demographic characteristics in terms of gender, age, level of education, marital status and length of service in the ODPP are presented in Table 4.2.

Table 4.2: Demographic characteristics of the respondents

N=158

Characteristics	Category	Frequency	Percentage
Gender	Male	80	50.6%
	Female	78	49.4%
Age	20-29 years	16	10.1%
	30-39 years	37	23.4%
	40-49years	56	35.4%
	Above 50 years	49	31%
Education Level	Diploma	37	23.4%
	Bachelor's Degree	30	19%
	Post Graduate	52	32.9%
	Diploma		
	Master's Degree	39	24.7%

Characteristics	Category	Frequency	Percentage
Marital Status	Single	17	10.8%
	Married	115	72.8%
	Divorced	7	4.4%
	Separated	9	5.7%
	Widowed	10	6.3%
Length of service	1-5 years	5	3.2%
	6-10 years	19	12%
	11-15 years	36	22.8%
	Over 16years	98	62%

Source: Primary Data

According to the results in Table 4.2 above, more than half (50.6%) of the study respondents were male and (49.4%) were female. This shows that the study obtained data from both male and female Prosecuting Staff at the ODPP. This therefore implies that the study findings can be generalized to both male and female Prosecuting Staff at the ODPP.

As clearly indicated in Table 4.2, the biggest proportion 35.4% of the study respondents were aged between 40 and 49 years of age, followed by 31% who were above 50years of age. 23.4% were between 30-39years and the last category of 20-29years was represented by 10.1%. This means that data were collected from the Prosecuting Staff in the different age categories at the ODPP. This therefore implies that the study findings can be generalized to the Prosecuting Staff in the different age categories at the ODPP.

The findings in Table 4.2 indicate that the most 32.9% of the study respondents were educated up to Post-graduate Diploma level, followed by 24.7% who were educated up to Master's degree level, then by 23.4% who were educated up to diploma level and lastly by 19% who were educated up to bachelor's degree. This shows that data was attained from prosecuting staff in the different education categories. This implies that the views of prosecuting staff from the different education categories in the ODPP were well represented in the study.

The findings in Table 4.2 indicate that 72.8% of the study respondents were married, 10.8% were reported as single, 5.7% were separated from their partners, 6.3% were widowed and the least category of 4.4% were divorced from their marriages. This shows that data was attained mostly from married people as well as other categories which implies that every category regarding marital status was represented.

According to the results in Table 4.2 above, 62% of the study respondents had worked for the ODPP for a period of more than 16 years, followed by 22.8% who had worked for a period between 11 to 15 years and 12% who had worked for 6-10years and 3.2% had been working with the ODPP for 1-5years. This shows that data were obtained from prosecuting staff across the different levels of experience. This implies that the views of the Prosecuting Staff from the different experience levels were well represented in the study. Besides, experienced prosecuting staff were assumed to have more knowledge on the subject under study, thus they could be relied on to provide credible information.

4.3 Presentation of Descriptive Results

This study set out to establish the relationship between organizational culture and performance in ODPP. The study was guided by three specific objectives and the presentation on two levels; descriptive statistics and inferential statistics. Triangulation was done at all levels to incorporate the data collected using interviews and documentary analysis. Below is the presentation of descriptive statistics on the study variables.

4.3.1 Process oriented versus results oriented

The study set out to determine the most preferred dimension in practice between process oriented and results oriented cultural dimensions in the Office of the DPP. The table below presents the responses of prosecuting staff on the most practiced dimension between process oriented and results oriented.

Table 1.3: Descriptive Statistics on process oriented verses result oriented

<i>Process oriented verses result oriented</i>	SD	D	N	A	SA	Mean
The work in the ODPP is done through well-defined work processes.	2.6%	2.6%	6.5%	53.9%	34.2%	4.14
While executing duties in the ODPP, the process of work is emphasized as opposed to results.	14.4%	6.5%	11.8%	34.2%	30.2%	4.00
There are rules/ regulations that guide the execution of assignments in the ODPP	3.9%	3.9%	7.8%	52.6%	31.5%	4.12
It is mandatory to follow the work processes while doing work in the ODPP	5.2%	21%	3.9%	35.5%	26.3%	3.97
<i>Process oriented verses result oriented</i>	SD	D	N	A	SA	Mean

There is room for creativity and innovation while executing duties in the ODPP	15.7%	10.5%	0%	51.3%	22.3%	3.88
There are sanctions for non-compliance with the rules and work processes.	0%	0%	0%	44.3%	55.2%	4.18

Source: Primary data

Basing on the overall, it is realized that majority of the respondents agreed with 5 - items out of the 6-items and 1-item was strongly agreed on. This was followed by those respondents who were not sure, disagreed and strongly disagreed. All items stood at means of 4 and above meaning that all respondents were totally agreed. This statistically means that overall, process oriented was being preferred over the results oriented cultural dimension in ODPP. This is reflected in the following responses as explained below.

Majority of the respondents 53.9% indicated that the work in the ODPP is done through well-defined work processes and this was followed by 34.2% of the respondents. Close to 10% seemed non-supportive of the above claim. This result thus can be interpreted to mean that ODPP does its work through a well-defined work process which means that they prefer to follow the process oriented approach more than the results oriented approach when doing work. This was supported by the findings from the key informants and documents reviewed. For instance, one of the key informants from the executive members when asked whether there are well defined work processes was quoted saying:

“Yes. The work process is not documented but it is there very clear and well understood. The work process at the field office, regional office, departments and headquarters is the same. Files go to the central place, registry, they are entered in the criminal register for the different categories of cases. Files are received and

registered and taken to the head of the station who then allocates them to the action officers using the personal register and dispatches them back to the registry staff who then uses an internal register. After the action officer has worked on the file, it is then sent back using the same process.

For complaints, the procedure is the same. The complainants are encouraged to put their complaints in writing and they are received in the registry, the head of the station then calls for the file, handles it and gives the complainant feedback. At the headquarters, there is a Department that handles complaints and the procedure is the same. Whereas it is not documented, it is a known process.” (Key Informant 3-28/Nov/2017).

Another key informant further explained that:

“...when a police file has been compiled by police, the file is sent to the ODPP offices. If the matter is being investigated from the police stations in the districts, it is submitted to the Resident State Attorneys, or Resident State Prosecutors or the Regional Officers. The matters being investigated by CIID Headquarters are submitted to the ODDP headquarters based in Kampala. Upon receipt of the files in the ODPP’s Office, receipt is acknowledged with a “Received Stamp” and the file details are recorded in the PROCAM Register (Prosecution Case Management) in the registry. At the Headquarters where there has been computerization, the file details are entered in the computerized system known as PROCAMIS (Prosecution Case Management and Information System). (Key Informant, 8-29 /Nov/2017)

He added,

...In the regional and field offices, the files are then taken to the head of the station while at the head office, the files are taken to the Deputy DPP in charge of prosecutions. These Officers then allocate the files to the individual action officers through the registry....Upon receipt of the file, the action officer acknowledges receipt by signing in the allocation book kept in the registry. If the file is for sanctioning, the action officer is expected to handle it and dispatch it back to police within two days as per the DPP performance Standards and Guidelines 2014. If it is for perusal and offering advice to police, the Performance standards provide that the same should be handled in 30 days and dispatched to police. If the case is for handling in court, the prosecutors are expected to study the case carefully, prepare witnesses and adduce their evidence in court. The DPP Performance Standards provide that the prosecutors should strive to get a 70% conviction rate.” (Key Informant, 8 -29 /Nov/2017))

Basing on the above quotation, it implies that the work process was in place that guided work which was being done in ODPP. This confirms the prioritization of the process oriented framework over the results oriented framework.

Another respondent was asked to find out whether following such work processes has had a contribution towards increasing the conviction rate and case disposal and she replied that:

“Yes we have had a lot of improvements...you just need to refer to the records. The case backlog may still be a lot but we have managed to have

a lot of cases disposed of successfully...” (Key Informant, 1-24/Nov/2017))

On the issue of whether ODPP executes duties while emphasizing the process than results, majority of respondents 34.2% agreed and 30.2% strongly agreed with this statement. This implied that the Office of the DPP emphasizes the process of doing work more than focusing on only achieving results. This further means that the process oriented approach is preferred than result oriented approach. This position was not highly supported by some of the key informants and one of the departmental heads had this to say:

“Both are emphasized. You need to follow those processes with the ultimate goal of achieving results which are mainly the performance targets as contained in the DPP performance Standards and Guidelines...ODPP is also regulated by the Public Service Performance Guidelines which emphasize both processes and results....though I think anyone needs results but a process must be given much attention” (Key Informant, 3-28/ Nov /2017)

Another head of department was also quoted saying:

“DPP is largely a process oriented institution...it processes files from police to court. As an institution, the ODPP emphasizes justice and this entails both processes and end results. The processes determine the end result and the end result is dependent on how well the processes are properly executed and followed. In essence the successful prosecution of a cases file is determined at perusal stage. Albeit there may be intervening

factors mid-way like loss of interest by witnesses, disappearance of accused persons etc, but a conviction for example is determined at investigations and perusal and sanctioning stage...” (Key Informant, 4 - 24/Nov/2017)

On whether such procedure has had an impact on the performance of ODPP, one Executive member was quoted saying:

“Considering the fact that cases are perused and sanctioned in a rush, many cases which should not be sanctioned end up being sanctioned and consequently end up in acquittals which lead to a low conviction rate...considering the fact that the employees do not push themselves to their maximum, they do not ensure proper prosecution of the cases hence there are many dismissals and a sizeable number of acquittals leading to a low conviction rate...Given that the employees do not take risks and thus do not explore better ways of handling cases, the conviction rate has remained low....” (Key Informant, 2 -24 /Nov/2017)

The respondents were asked whether there are rules/ regulations that guide the execution of assignments in the ODPP, majority of respondents (52.6%) agreed and 31.5% strongly agreed with the assertion. This meant that more than 80% of the respondents confirmed that there are regulations used in executing tasks at ODPP. This also implies the favoring of process oriented over results oriented approach which is presumed to have a positive influence on the performance of an organization. This position was confirmed by heads of departments who consistently indicated that the Office of the DPP has clear work regulations to guide work being done. One head of department had this to say:

“...some of those rules include; files should only be sanctioned for court when there is a prima facie case proved by the evidence on the record. Meaning only deserving cases with evidence are taken to court; Files should be sanctioned within two days of receipt; all case files should first be received at the registry where they are registered and ODPP PROCAM number assigned to each case file; Investigations of all capital cases should be completed within 6 months and also committed to High Court within the same period; Investigations of minor crimes to be completed within three months and the same cases should be fixed for hearing within the same period and many others...” (Key Informant, 5-25/Nov/2017)

However, other departmental heads seemed to hold a different view. One of them was quoted saying:

“The rules are in place but they are not all mandatory...and I think this may be one of the reasons why we have remained with low conviction rate ...” (Key Informant, 2 -25 /Nov/2017)

35.5% of the respondents agreed that it is mandatory to follow the work processes while doing work in the ODPP while 26.3% strongly agreed in support of this claim. 21% of the respondents disagreed with the assertion, 5.2% strongly disagreed while 3.9% were not sure. Therefore, since over and above 60% of the respondents agreed with the above assertion, it is clear that following work processes while doing work in the ODPP is mandatory. This explains the opting of process oriented over results oriented cultural dimension at ODPP. This position concurred with what key informants indicated in an

interview when asked whether it is mandatory to follow rules and work processes. One head of department said,

“Yes because there are dire consequences if they are not followed.”

(Key informant 5- 25/Nov.2017) while another gave the following response,

“Some of the rules are not mandatory but staff are advised to adhere to them for purposes of accountability. Others are strictly mandatory because failure to comply with them may lead to a miscarriage of justice in one way or another. For example failure to complete inquiries for capital cases and commit the suspects to High Court for trial within six months can lead to the accused persons being granted or released on mandatory bail by court hence disappearing for good.”

(Key Informant, 3 - 28/Nov/2017).

When asked whether this affects the performance of ODPP, another respondent said:

“As earlier indicated ODPP is a process institution...how the files leave police, get to ODPP, end up in court, and back to police, the system is heavily bureaucratic and breeds delays. NB: there are instances where if the head of station is not available and has not delegated, files remain on their desk until they are available to allocate them. This is regardless of the fact that the files with suspects in custody must be perused and dispatched within two days. This delays processing of files and in turn affects case disposal....The mandate to withdraw or enter “nolle prosequi” is solely vested in the DPP as a person hence files are brought from respective field stations to the ODPP at headquarters for withdrawal and “nolle prosequi”, and being a busy office this takes time to be

processed especially if the person of the DPP is out of office and this affects disposal of cases...” (Key Informant, 5 - 25 /Nov/2017).

Basing on the above quotation, it implies that following work processes and rules/regulations is mandatory in the ODPP which further confirms the prioritization of the process oriented framework over the results oriented framework.

Further, on whether there is room for creativity and innovation while executing duties in the ODPP, 51.3% of the respondents agreed, 22.3% strongly agreed and the minority of 10.5% and 15.7% disagreed and strongly disagreed with the assertion. Since majority were in support, this means that ODPP puts up suitable environment to allow creativity and innovation which is a clear measure of opting for results oriented over process oriented approach in executing work. The above findings seemed a little bit contrary to what one of the key informant said,

“We prefer that both the strict adherence to the work rules and processes and encouragement of innovations by staff in doing work would be a better strategy. This makes staff to act and think outside the box for better results.” (Key Informant, 5- 25/Nov/2017).

Another key informant added:

“This largely depends on individuals. There is room for innovation especially if it has no legal implications and is not infringing on any legal procedures. For example an individual state attorney can devise own mechanisms of ensuring that witnesses come to court even though it is the

police which is mandated to summon the witnesses. This does not preclude staff to directly call the witnesses...” (Key Informant, 2 -24/Nov/2017).

Basing on the above quotation, it implies that to some extent, the ODPP preferred results oriented over the process oriented. This can be crystallized to mean that there are some instances when the results oriented framework is used. This is in line with what the quantitative data indicated.

Lastly on this segment, it was established from 55.2% of the respondents who strongly agreed that there are sanctions for non-compliance with the rules and work processes. This was further supported by 43.9% of the respondents who continually agreed with this assertion. This suggests that sanctions for non-compliance with work processes are in place and these are good indicators of practicing of process oriented cultural dimension over results oriented. This was also supported by a number of key informants. For instance, one head of department staff was quoted saying:

“Yes there are sanctions for non-compliance which includes disciplinary proceedings which may result into a verbal warning, warning letter, transfers and in extreme situations interdiction and prosecutions in courts of law.” (Key Informant, 8 -29/Nov/2017).

In conclusion, both qualitative and quantitative data obtained generally agreed that there is preference of process oriented over the results oriented cultural dimension for purposes of improving the performance of ODPP. It is therefore not possible to have improved performance of ODPP if the process of doing work is not prioritized than just results.

4.3.2 Job oriented versus employee oriented

The study set out to determine the most preferred dimension in practice between job oriented and employee oriented cultural dimensions in the Office of the DPP. The table below presents the responses of the prosecuting staff on the most practiced dimension between job oriented and employee oriented.

Table 2.4: Descriptive Statistics on staff views about job oriented versus employee-oriented cultural dimension

<i>Job oriented versus employee oriented</i>	SD	D	N	A	SA	Mean
Cooperation between the departments is normal	11.8%	25%	0%	48.6%	15.7%	4.06
Changes are implemented in coordination and consultation with the people concerned	1.3%	21%	21%	35.5%	21%	3.50
All important decisions are taken by groups or committees	21%	13%	6.5%	38%	21%	3.77
In the performance of your duties, the employer puts heavy pressure on you to perform tasks even if it is at your expense	20.7%	40.2%	6.8%	15.1%	15.1%	2.10
Employees get feedback from the superiors for good performance	23.6%	36.8%	30.2%	6.5%	3.9%	2.43
There is little concern for personal problems of employees.	10.5%	30.2%	19.7%	22.3%	14.4%	2.16
Employer is only interested in the work people do and not the people	31.5%	27.6%	26.3%	3.9%	11.8%	1.29

Source: Primary data

Basing on the overall, it is realized that majority of the respondents disagreed with most of statements. This was followed by agree scale, followed by strongly disagree scale, not sure and strongly agree came last. Basing on the means for all items, it is clear that most of the items had means below 3.0. This statistically means that overall, employee oriented cultural dimension was being preferred over the job oriented cultural dimension in the ODPP. This is reflected in the following responses as explained below. Basing on the means presented in Table 4.4, it is clear that to a small extent, the ODPP tends to use job oriented cultural dimension despite the fact that to a large extent, the ODPP often prefers to use employee oriented cultural dimension.

In table 4.4, majority of the respondents 48.6% indicated that cooperation between the departments is normal. This suggests that in the ODPP, there is much emphasis for cooperation when undertaking work. This signals emphasis of team work which is a measure of emphasizing employee oriented over job oriented approach. This was supported by one of the key informants who noted that:

“Yes, there is a lot of cooperation between and amongst ODPP departments due to the nature of the work they do. This cooperation has thus led to the building of trust amongst the various departments since they rely on one another on a day today basis.” (Key Informant, 5 -25 /Nov/2017).

In further confirmation, it was reported by one other respondent who stated that:

“Our type of work is all about cooperation because there is a lot to add and subtract here...otherwise the process of doing work here is more so like teamwork...police is highly involved and different ODPP Offices are consulted...”(Key Informant, 3 -28/Nov/2017).

Basing on the above quotation, it implies that the employee oriented dimension was being preferred over job oriented in the ODPP. This confirms the prioritization of the employee oriented framework over the job oriented framework.

On the issue of whether changes are implemented in coordination and consultation with the people concerned, 35.5% of the respondents agreed with that statement and 21% also strongly agreed with the assertion. However, 21% remained undecided and disagreed respectively. Since over 50% of the respondents showed agreement with this statement, it was reached there is coordination and consultation of people concerned in ODPP when implementing work tasks. This thus suggests that employee oriented is much considered over job oriented cultural dimension. This was further confirmed by one departmental head who said:

“As earlier indicated, coordination and consultation of people concerned is one of our primary technique of doing our work...I won't say that we have to involve everyone...but employees here are highly engaged in the overall process of prosecution because many forms of evidence is needed to convict a person ...” (Key Informant, 1 -24 /Nov/2017).

When probed on whether this in any way has improved on rate of conviction, he replied:

“Perhaps, it has improved but as you know our Ugandan form of investigation is still rigidly done and this always leaves some cases wanting...many cases are disposed of but we sometimes do not emerge convicting them but simply because there was no enough evidence gathered to win but cooperation, consultation and coordination are fairly done...” (Key Informant, 1 -24 /Nov/2017).

Basing on the above quotation, it implies that the employee oriented dimension was being preferred over job oriented in the ODPP. This confirms the prioritization of the employee oriented framework over the job oriented framework.

The above finding is further confirmed by the documents reviewed. For instance, New Vision (2016) showed that President Museveni while addressing the country on state of criminality indicated that there is a persistent loss of cases in courts of law by the government of Uganda and he associated this problem to the weakness of the police to conduct investigations and the ODDP in ensuring that case backlog is handled in cooperation with the police. These highlight a contradiction from what respondents indicated vis-à-vis the documents in place.

On the issue as to whether all important decisions are taken by groups or committees, 38% of the respondents agreed and 21% also strongly agreed with that claim. Over 35% of the respondents seemed opposing this statement. This therefore indicates that majority of respondents were in agreement with the view that all important decisions are taken by

groups or committees. This means that employees are engaged in the way how things and decisions are reached in the ODPP. This should tell us that employee oriented approach is much favored than job oriented cultural dimension. This was contrary to what one of the respondents said in an interview:

“Yes some decisions are made in consultation with the people concerned. But others are reached without consulting them due to various reasons.”

(Key Informant, 1 -24/Nov/2017).

“Perhaps I am not sure. But there are some decisions which affect staff where they are not consulted. For example, transfers and allocation of offices are not done in a consultative manner. It is done and lists compiled and letters issued. If there are or should be any changes after that it is on a case by case basis which is not always guaranteed. At times a person may be told to find an alternative who can replace them at a station they have been sent to which is next to impossible. Failure to report to a work station does not only amount to insubordination but also abscondment from duty (Key Informant, 1-24/Nov/2017).

Another key informant added:

“We have a clear procedure of doing work at ODPP and this procedure does not exclude some employees, however, it respects protocol...and I think every person’s view may not be required... ” (Key Informant, 2 - 24/Nov/2017).

Different from the previous statement, 40.2% of the respondents disagreed that in the performance of duties, the employer puts heavy pressure on an employee to perform tasks even if it is at his/her expense while 20.7% strongly disagreed with this assertion. This means that to a great extent, the ODPP managers do not put much pressure on employees to perform tasks even if it is at their expenses. This means that employee oriented approach is much favored than job oriented cultural dimension.

To find out whether employees get feedback from the superiors for good performance, 36.8% disagreed with this statement. 23.6% further strongly disagreed that employees get feedback from the superiors for good performance. 30.2% of the respondents signaled unawareness of the above assertion. This can be interpreted to mean that to a certain extent, ODPP promotes job oriented cultural dimension over employee oriented which is presumed to have a negative impact on its performance.

As to whether managers support employees to advance within the organization, one head of department was quoted saying:

“Yes, Managers actually play a very important role in ensuring that employees advance within the organization. This is done through making periodic assessment of the employees and recommending them for promotion.” (Key Informant, 3 -28 /Nov/2017) while another said,

“Yes they do. They mentor and coach the team members and identify their training needs and recommend them for training. (Key Informant, 7-1/ Dec/2017).

On whether there is little concern for personal problems of employees, 30.2% disagreed with this statement. 10.5% further strongly disagreed that there is little concern for personal problems of employees. However, 22.3% and 14.4% of the respondents agreed and strongly agreed that there is little concern for personal problems of employees respectively. Basing on the study findings, over 40.7% seemed disagreeing and 36.7% were in agreement. This statement remained hanging and undecided. However, key informants provided a decisive answer while indicating that problems of employees are highly prioritized in ODPP. It was quoted from one of the key informants saying,

“As an Office, we have formal and non-formal advances that are always provided to employees in case they have personal problems like death related issues and instant illnesses...so we really care for our staff...”(Key Informant, 6- 4/ 12/2017).

The last statement was strongly disagreed on by most of the respondents (31.5%) who indicated that employer is only interested in the work people do and not the people. This was further disagreed on by 27.6%. Since these were over and above 50%, it is clear that employer is not only interested in the work people do but even the people which is an emphasis of employee oriented over job oriented cultural dimension. However, this view was contrary to what some of the key informants indicated. A key informant was quoted saying,

“Our employer and that is the Government is much interested in the work being done by employees and not us as the people who do the work...and I think this is the disease that has stifled service delivery in government departments...”(Key Informant, 4 - 24/Nov/2017)

Another key informant added:

“...our strike was about this same thing, the government wants state prosecutors to get peanuts when in fact we are doing a lot of work...I think our employers are more job oriented than employee oriented...”(Key Informant, 2 -24/Nov/2017).

In conclusion, both qualitative and quantitative data obtained generally agreed that there is preference of employee oriented cultural dimension over the job oriented dimension for purposes of improving the performance of ODPP. It is therefore not possible to have improved performance of ODPP if the employees are not considered more than simply performance of tasks at their jobs.

4.3.3 Open systems versus closed systems

The study set out to determine the most preferred dimension in practice between open systems and closed systems cultural dimensions in the Office of the DPP. The table below presents the responses of prosecuting staff on the most practiced dimension between open systems and closed systems.

Table 3.5: Descriptive Statistics on staff views about open systems versus closed systems

<i>Open systems versus closed systems</i>	SD	D	N	A	SA	Mean
There are external clients who benefit from the services of the ODPP	9%	16.5%	4.5%	36%	33%	4.11
In the ODPP, members are warm and open to newcomers and external clients	3%	8.5%	11.5%	50%	26%	4.08
Newcomers are supported to adapt quickly to the job and to the team	0%	0%	0%	62.5%	35.5%	4.42
New employees usually need only a few days to feel at home.	4.5%	6%	24%	34.5%	30%	3.70
It is easy for external clients to access information on the operations and services of the ODPP	3%	4.5%	13.5%	43.5%	34.5%	4.03
The external clients of the ODPP are made welcome right away.	0%	10.5%	25.5%	36%	27%	3.89
While executing the tasks in the ODPP, the client's views are considered	3%	3%	22.5%	40.5%	30%	4.00
There are systems in place in the ODPP to encourage the external clients to get information and services of the ODPP	1.5%	15%	18%	42%	22.5%	3.93

Source: Primary Data

Basing on the overall, it is realized that majority of the respondents agreed with all statements. Strongly agree took the second position on the scale of analysis. Those who were not sure came third on the scale of analysis and the last batch of respondents chose to disagree and strongly disagree with the statements. All the means stood above 4 meaning that all respondents were totally in agreement. This

statistically means that overall, open system was being preferred over the closed system cultural dimension in the ODPP. This is reflected in the following responses as explained below.

Results show that 36% and 33% of the respondents agreed and strongly agreed that there are external clients who benefit from the services of the ODPP. The mean stood at 4.14. This shows that there is much emphasis of the open systems in doing work at ODPP than closed systems. This is evidenced in the promotion of external client needs. This was confirmed by what one of the key informants said in an interview:

“we have a number of external clients benefiting from our services and these include, but are not limited to victims of crime, and persons accused of crime, witnesses, complainants, stakeholders involved in the criminal justice system such as police, judiciary, prisons, Ministry of Justice and Constitutional Affairs, Ministry of Public Service, Ministry of Finance, Planning and Economic Development, Inspectorate of Government, Uganda Law Society, , International Criminal Court, Interpol and other sister institutions” (Key Informant, 6- 4/12 /2017).

Basing on the above quotation, it implies that the open system cultural dimension was being preferred over closed system in the ODPP. This confirms the prioritization of the open system framework over the closed system framework. This response seemed congruent with what the documents reviewed indicated. For instance, Ministry of Public Service Standing Orders (2010) indicates that employees, departments have to work hand in hand to ensure that the level of performance is improved.

On another issue, 50% and 26% of the respondents agreed and strongly agreed that in the ODPP, members are warm and open to newcomers and external clients. This means that to a great extent, the ODPP is open minded in the way they do their work and this tells us that ODPP considers open system more than closed systems cultural dimension. Findings from the qualitative data confirmed this assertion. One of the Heads of department was quoted saying:

“Yes, the employees are open to new comers (new employees) and other external clients...because our work is professional in the way that anyone joins this department when there is a gap to fill...so no time for bullying and frustrating others.” (Key Informant, 1- 24/Nov/2017).

The above respondent was supported by one of the key informants who said:

...I think I should just tell my own experience when I was entering this organization...I did not get any opposition and I found all employees open and welcoming to me...” (Key Informant, 2- 24/Nov/2017).

Basing on the above quotation, it implies that the open system dimension was being preferred over closed system in the ODPP. This confirms the prioritization of the open system framework over the closed system framework.

In the same line of investigation, it was established that 62.5% and 35.5% agreed and strongly agreed that newcomers are supported to adapt quickly to the job and to the team. This means that newcomers are supported to adapt quickly to the job and to the team and

this tells us that ODPP considers open system more than closed systems cultural dimension. Findings from the qualitative data also confirmed this assertion.

Further, 34.5% of the respondents agreed that new employees usually need only a few days to feel at home. This was also strongly agreed on by most of the respondents (30%). This is an indicator that new employees usually need only a few days to feel at home. This further implied that open system is much favored over closed systems when doing work at ODPP.

On whether it is easy for external clients to access information on the operations and services of the ODPP, 43.5% of the respondents agreed with the statement as well as 34.5% of the respondents strongly agreeing. This shows that to a great extent, it is easy for external clients to access information on the operations and services of the ODPP. This mirrors the usage of open systems more than closed systems which are essential in realizing improved performance. This was further confirmed by what key informants indicated. For instance, one of the executive members said:

“It is easy through ODPP publications, website, complaints desk, through open days, talk shows etc....there are also platforms for that like radio talk shows, and office of the PRO etc.” (Key Informant, 3 -28/Nov/2017).

One of the heads of department added:

“ODPP operates a more or less open policy where clients can walk into any of its offices and obtain the information that they need....the police,

judiciary, and advocates can easily access information. However, challenges arise when casefiles are committed, the ODPP does not have any mechanism for keeping the complainants informed on the progress of their cases hence they lose interest in the case in the long run...”(Key Informant, 6- 4/Dec/2017).

“Similarly, files called for by headquarters delay to be sent back to the field stations and people keep moving back and forth. On a case by case or individual basis, some staff hide the correspondences on case files especially those reviewed by the headquarters. They simply minute in the file and do not attach the correspondence for police information....” (Key Informant, 6 -4 / Dec /2017).

Basing on the above quotation, it implies that the open system dimension was being preferred over closed system in the ODPP. This confirms the prioritization of the open system framework over the closed system framework.

On whether, the external clients of the ODPP are made welcome right away. Majority of the respondents tended towards agreement (36%) and 27% of the respondents strongly agreed. 25.5% of the respondents remained undecided. Since over and above 60% of the respondents were in support, it was reached that ODPP chooses to be open minded especially when it comes to considering the needs of the clients. This position was not

clearly supported by numerous key informants. For instance, one key informant was quoted saying,

“This largely depends on the individual handling them and the issue being followed up. Some staff really have no customer care and are really rude to clients.” (Key Informant 3- 28/Nov/2017).

More like the previous assertion, majority of the respondents tended towards agreement (40.5%) that while executing the tasks in the ODPP, the client’s views are considered. This was further strongly agreed on by 30%. This means that over 70% of the respondents were in agreement. This can be interpreted to mean that ODPP chooses to be open minded especially when it comes to considering the needs of clients. This position was also supported by numerous key informants who indicated that access to prosecution services in the ODPP has been due to being open minded than being closed minded. One key informant elaborated,

“It depends on the issue at hand. For example if their views have legal implications it may not be possible to consider them. This is largely a systemic issue. For example if a client wishes to withdraw a case the state cannot take that into consideration since there must be proper justification for such withdrawal and also the need to bring culprits to book. However in instances like plea bargain for example, the witness’s input on the sentence is usually sought and this should be made mandatory within the institutional rules that a state attorney should not agree on a sentence without the input of the complainant...I think the views of the police are

considered as long as they are legal and same to the judicial officers”

(Key Informant, 1- 24/Nov/2017).

Basing on the above quotation, it implies that open systems cultural dimension was being preferred over closed systems in the ODPP. This confirms the prioritization of the open systems framework over closed systems framework.

On the last statement, there are systems in place in the ODPP to encourage the external clients to get information and services of the ODPP. Most of the respondents (42%) agreed with the statement with 22.5% strongly agreeing with the assertion too. Only 30% of the respondents seemed non-supportive of the statement that there are systems in place in the ODPP to encourage the external clients to get information and services of the ODPP. Since majority was supportive, this clearly confirmed that externalization as a practice of open systems Cultural dimension was very much emphasized in the ODPP than closed systems which is presumed to have an effect on the improved performance of the organization. This position was confirmed by one of the key informants who said:

“The institution has a Public Relations Department which is charged with overall information management within the office of the DPP...there is a complaints desk at headquarters...regional offices were created among others to bring services closer to the people and enhance access especially to vulnerable persons. (Key Informant, 7- 1/ Dec /2017).

She added:

“Field stations have a person in charge of records and information from whom information can be accessed...all office staff have office telephone lines which are loaded with airtime monthly to facilitate information sharing free of cost among staff but also with external clients...” (Key Informant, 7- 1/ Dec /2017).

In conclusion, both qualitative and quantitative data obtained generally agreed that there is preference of open systems cultural dimension over the closed systems dimension for purposes of improving the performance of ODPP. It is therefore not possible to have improved performance of ODPP if the process of doing work is not open and does not allow externalization.

4.4 Performance in the Office of DPP.

The study set out to determine the performance of the ODPP. The Table below presents the responses of the prosecuting staff towards their remarks on the Performance of the Office of DPP

Table 4.6: Descriptive Statistics on staff views about Performance of ODPP

<i>Performance of ODPP</i>	SD	D	N	A	SA	Mean
The rate of cases disposed of is increasing	0%	0%	6.5%	83.7%	9.7%	4.04
The rate of conviction has been rising	0%	13%	7.3%	70.7%	9.7%	4.06
Vulnerable people can equitably access prosecution services	0%	26%	11.4%	59.3%	2.4%	3.52
The capacity of ODPP to prosecute corruption and white collar crimes has been enhanced	0%	0%	2.4%	64.2%	32.5%	4.13
International criminal matters have been expeditiously handled by ODPP	0%	8.1%	9.8%	82%	0%	4.18

Source: Primary Data

Basing on the overall, it is realized that majority of the respondents agreed with all statements. Strongly agree took the second position on the scale of analysis. Those who were not sure came third on the scale of analysis and the last batch of respondents chose to disagree and no one strongly disagreed with the statements. All the means stood above 4 meaning that all respondents were totally in agreement. This statistically means that overall, the performance of ODPP has been improving. This is reflected in the following responses as explained below.

Results show that all items investigated on the performance in the Office of DPP were agreed on by most of the respondents and these had relatively favorable means. These statements were supported by at least above 60% of the respondents. These included; International criminal matters have been expeditiously handled by ODPP (4.18); the capacity of ODPP to prosecute corruption and white collar crimes has been enhanced

(4.13); vulnerable people can equitably access prosecution services (3.52); the rate of conviction has been rising (4.06); the rate of cases disposed of is increasing (4.04). These implied that ODPP has been able to expeditiously handle international criminal matters; improve its capacity to prosecute corruption and white collar crimes; enable vulnerable people to equitably access prosecution services; increase on the rate of conviction and increase on the rate of cases disposed of every year. These were enough to prove that the performance of ODPP was convincing.

The above position was contrary to what documents reviewed indicated. For instance, according to ODPP strategic plan (2012/13-2016/2017), one of its predetermined key performance indicators included rate of conviction, rate of cases disposed and accessing ODPP services particularly by the vulnerable persons. The ODPP aimed at achieving conviction at a percentage of 70 (DPP Prosecution Performance Standards and Guidelines, 2014), dispose of at least 80% of criminal cases and make sure that at least 8 new field offices are established and operationalized every year for purposes of ensuring that vulnerable people can easily access prosecution services and reduce on case backlog. Further, DPP Prosecution Performance Standards and Guidelines (2014) also indicate that case files for sanctioning were supposed to be handled within two working days and prosecution-led investigations were planned to be worked on within 120 working days. However, from the available statistics, it is apparent that the ODPP performance targets are not yet achieved. For instance, the rate of conviction has remained below the set target. In the financial year 2016/17, the rate of conviction was at 61% which is still below the 70% targeted. Only three field offices were put in place as opposed to eight

offices that had been planned. The period within which prosecution-led investigations are concluded continues to be much longer than the 120 days that had been set (ODPP Policy Statement for FY 2017/ 18). Besides, the rate at which cases are disposed of continues to be low. Therefore, the researcher proceeded to measure the extent to which the performance of ODPP is contributed to by process oriented versus results oriented; job oriented versus employee oriented and open systems versus closed system as explained in next themes.

4.5 Verification of hypotheses

The study was guided by three hypotheses. These included;

- 1) There is a significant relationship between process oriented versus result oriented and performance in Office of the DPP.
- 2) There is a significant relationship between job oriented versus employee oriented and performance in Office of the DPP
- 3) There is a significant relationship between open systems versus closed systems and performance in Office of the DPP

4.5.1 Process oriented cultural dimension and performance of the Office of the DPP

The following null hypothesis was tested.

H₀₁ There is no significant positive relationship between process-oriented cultural dimension and performance in the Office of the DPP.

Table 4.7: Correlation Coefficient on process oriented and performance at the Office of the DPP

Process oriented	Pearson Correlation	Process oriented	Performance
Process oriented	Pearson Correlation	1	.644**
	Sig. (2-tailed)		.000
	N	158	158
Performance	Pearson Correlation	.644**	1
	Sig. (2-tailed)	.000	
	N	158	158
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: Primary Data, 2017

The results in Table 4.7 above show that there is a significant positive relationship between process oriented and performance ($r= 0.644$, $p<0.05$). Thus, the hypothesis one which stated that process oriented versus result oriented has a significant relationship with performance is accepted. This means that process oriented has a positive relationship with performance in the Office of the DPP, implying that performance improves with the use of process oriented cultural dimension. Thus, the higher the consideration of process oriented practice, the higher the performance of the organization.

Table 4.8: Regression Results on process oriented cultural dimension and performance of ODPP

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.644 ^a	.415	.400	1.900

a. Predictors: (Constant), process oriented

According to the results in the summarized Table 4.8 above, the coefficient of determination/ r^2 for process oriented is equal to 0.415. This means that 41.5% of the variation in performance in the Office of the DPP is explained by using process oriented as a cultural dimension. Table 4.8 further shows that process oriented significantly affects performance in the Office of the DPP ($F=149.754$, $P=0.000$). This means that process oriented dimension has a significant effect on performance in Office of the DPP. This implies that performance improves with using process oriented cultural dimension.

4.5.2 Employee oriented cultural dimension and performance of the Office of the DPP

H_0 There is no significant relationship between employee oriented cultural dimension and performance in the Office of the DPP.

Table 4.9: Correlation Coefficient on employee oriented and performance of ODPP

Employee oriented	Pearson Correlation	Employee oriented	Performance
Employee oriented	Pearson Correlation	1	.500**
	Sig. (2-tailed)		.000
	N	158	.158
Performance	Pearson Correlation	.500**	.1
	Sig. (2-tailed)	.000	
	N	.158	.158
**Correlation is significant at the 0.05 level (2-tailed).			

Source: Primary Data, 2017

The results in Table 4.9 above show that there is a significant positive relationship between employee oriented dimension and performance ($r= 0.500$, $p<0.05$). Thus, hypothesis two which stated that employee oriented dimension has a significant relationship with performance is accepted. This means that employee oriented dimension has a positive relationship with performance at the Office of the DPP, implying that performance improves with the use of employee oriented over job oriented. Thus, the higher the consideration of employee oriented over the job oriented practice, the higher the performance of the organization.

Table 4.10: Regression results on employee oriented and performance at the Office of the DPP

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.500 ^a	.250	.248	2.970

a. Predictors: (Constant), employee oriented dimension

Source: Primary Data, 2017

According to the results in Table 4.10 above, the coefficient of determination/ r^2 for employee oriented is equal to 0.250. This means that 25% of the variation in performance in Office of the DPP is explained by using employee-oriented dimension. The standardized beta coefficient of ($\beta = 0.500$, $p < 0.05$) mean that employee oriented dimension is significantly related with performance at Office of the DPP. This implies that performance improves with practicing of employee oriented over job-oriented.

4.5.3 Open systems cultural dimension and performance of the Office of the DPP

H₀₃ There is no significant relationship between open systems and performance in the Office of the DPP.

Table 4.5: Correlation coefficient showing the relationship between open systems and performance

Open Systems	Pearson Correlation	Open systems	Performance
Open systems	Pearson Correlation	1	.637**
	Sig. (2-tailed)		.000
	N	158	158
Performance	Pearson Correlation	.637**	1
	Sig. (2-tailed)	.000	
	N	158	158
** . Correlation is significant at the 0.05 level (2-tailed).			

Source: Primary Data, 2017

According to the results in Table 4.11, open systems and performance were found to be positively related ($r=0.637$, $p<0.05$). Thus, the hypothesis that stated open systems would have a positive relationship with performance is accepted. This means that using open systems has a positive effect on performance in Office of the DPP. The implication of this is that performance increases with increased use of the open systems over closed systems.

Table 4.6: Regression analysis showing the influence of the open systems and performance of ODPP

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637 ^a	.406	.399	.753

a. Predictors: (Constant), open systems

Source: Primary Data, 2017

According to the results in the summarized Table 4.12 above, the coefficient of determination/ r^2 for rewards is equal to 0.406. This means that 40.6% of the variation in performance at the Office of the DPP is explained by the open systems. This means that using the open systems over closed systems is a significant determinant of performance at the Office of the DPP. The standardized beta coefficient of ($\beta = -0.637$, $p < 0.05$) means that considering open systems has a significant positive effect on performance in the Office of the DPP. The implication of this is that performance increases with increased use of the open systems in an organization.

4.6 Chapter summary

In conclusion, the study found out that the ODPP uses process oriented approach more than results oriented as cultural dimensions. The first objective of this study was to assess the relationship between process-oriented versus results oriented cultural dimension and performance of ODPP. The study revealed a coefficient of 0.644 between process - oriented dimension and performance which was significant at .000 at a set level of 0.05. Further, it was established that the Office of the DPP prioritizes employee oriented

cultural dimension. The second objective of this study was to assess the relationship between employee oriented versus job oriented cultural dimension and performance of ODPP. The study revealed a coefficient of 0.500 between job oriented versus employee oriented and performance which was significant at .000 at a set level of 0.05. Lastly, it was established that the Office of the DPP prioritizes open systems over closed systems cultural dimension. The third objective of this study was to assess the relationship between open systems versus closed systems and performance of ODPP. The study revealed a coefficient of 0.637 between open systems and performance of ODPP which was significant at .000 at a set level of 0.05. This means that open systems prioritization had a strong, positive and significant bearing on performance in ODPP. After running the regression analysis, it was found out that open systems optimization had significant relationship with performance in the ODPP by up to 40.6%.

CHAPTER FIVE
SUMMARY, DISCUSSION OF FINDINGS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter presents the summaries of the findings, discussions of objectives set for the study, conclusions derived from the findings, and the recommendations that will help in improving the performance in the Office of the DPP based on the findings of the study. The Limitations of the study, contributions of the study and areas of further study were also suggested.

5.2 Summary of Findings

5.2.1 The relationship between process-oriented cultural dimension and performance of ODPP

The study found out that the ODPP uses process oriented approach more than results oriented as cultural dimensions. The first objective of this study was to assess the relationship between process oriented versus results oriented cultural dimension and performance of ODPP. The study revealed a coefficient of 0.644 between process-oriented dimension and performance which was significant at .000 at a set level of 0.05. This means that process oriented prioritization had a strong, positive and significant bearing on performance in the ODPP. After running the regression analysis, it was found out that process oriented optimization had significant relationship with performance in the ODPP by up to 41.5%. The null hypothesis (HO) was rejected and the positive

hypothesis (H1) was accepted that there is a significant positive relationship between process oriented cultural dimension and performance of ODPP.

5.2.2 The relationship between employee oriented cultural dimension and performance of the ODPP

It was established that the Office of the DPP prioritizes employee oriented cultural dimension. The second objective of this study was to assess the relationship between employee oriented versus job oriented cultural dimension and performance of ODPP. The study revealed a coefficient of 0.500 between job-oriented versus employee-oriented and performance which was significant at .000 at a set level of 0.05. This means employee-oriented prioritization had a strong, positive and significant bearing on performance in the ODPP. After running the regression analysis, it was found out that employee oriented optimization had significant relationship with performance in the ODPP by up to 25%. The null hypothesis (H0) was rejected and the positive hypothesis (H1) was accepted that there is a significant positive relationship between employee oriented cultural dimension and performance of ODPP.

5.2.3 The relationship between open systems cultural dimension and performance of the ODPP

It was established that the Office of the DPP prioritizes open systems over closed systems cultural dimension. The third objective of this study was to assess the relationship between open systems versus closed systems and performance of ODPP. The study revealed a coefficient of 0.637 between open systems and performance of ODPP which

was significant at .000 at a set level of 0.05. This means that open systems prioritization had a strong, positive and significant bearing on performance in ODPP. After running the regression analysis, it was found out that open systems optimization had significant relationship with performance in the ODPP by up to 40.6%. The null hypothesis (HO) was rejected and the positive hypothesis (HI) was accepted that there is a significant relationship between open systems and performance of ODPP.

5.3 Discussion of Findings

5.3.1 The relationship between process oriented cultural dimension and performance of the ODPP

The study found a significant positive relationship between process oriented cultural dimension and performance, implying that performance increases with continued use of process oriented over results oriented as a cultural dimension. The study was in line with findings by scholars like De Cremer (2006) who acknowledged that process oriented culture is a cultural dimension that focuses on providing latitude for the group members in allowing them discuss as well as think about their own opinions in line with the provided work processes within the organization. Olaniyan (2007) further in support argues that there is a need for a well-defined work process to spur the performance of an organization. He added that most of the organizations fail to meet their targets in a year because they lack a clear and well defined work process or structure that can guide what to be done and when they should be done. In a study done in service organizations in Namibia, Quick & Nelson (2013) established that poorly performing organisations were those which measured low in adhering to work structures and processes but rather follow

their own work strategies. The promotion of a defined work process is very important than only focusing on results. Being results oriented tends to negatively affect the performance since most of the work processes are abused to simply have results (Oteino et al, 2015).

Ng'ethe, Namasonge and Mike (2012) further ascertained that the work regulations need to be promoted than focusing merely on results if the performance of an organisation is to be met. In South African Office of the Director of Public Prosecutions, it was found out that the rate at which cases were disposed of depended on ensuring that work execution processes are followed. The underlying challenge to achieve performance in an organisation is due to absence of strong supervisory boards that ensure that all predetermined work processes and amount is achieved within the timeline set. The execution committees need to be stringent enough to ensure that things are done as per the plan.

Van de Vliert (2006) concurred with the above scholars while explaining room for expansion. He argued that most of the organizations in developing worlds are only pressing for results at all costs without ensuring that they provide a room that can precipitate innovation in an organization. The room for innovation forms a fundamental role in ensuring that work processes that enhance so, are followed. The process oriented culture will then be preferred than results oriented culture. Jonas (2005) in the same line asserts that results oriented culture can be more important especially when recruiting employees because teams that tend to put results on frontline tend to have their goals and

objectives met in a shortest period of time. He gave an example of football teams that buy players to simply pursue improvement in performance, such teams tend to abuse the processes but end up successful every year. Hamza et al (2009) contrarily explains that following a results oriented culture is very expensive and lack long-lasting impact on performance. He thus indicated that process oriented culture is good in building for the future instead of immediate results that are not long-lasting.

Armstrong (2010) conclusively indicated that work processes need to be put in place, be enforced and supervised and then sanctions for non-compliance or compliance also be promoted. Such sanctions should be both financial and non-financial in nature. They should either stimulate good behavior or stifle bad behavior. Kotter and Heskett (1992) further established that all organizations which ensure that they employ sanctions for non-compliance or rewards for compliance, they have had their profit margin improve and this is for private sector organizations. Sadri and Lees (2001) concurs with Kotter and Heskett (1992) while indicating that compliance with corporate culture becomes beneficial in a way that the competitiveness of an organization tends to be steered. From the above findings it is clear that process oriented cultural dimension influences performance. Thus, this underscores the need for management in the ODPP to continuously adopt process oriented over results oriented in order to enhance performance of the organization.

5.3.2 The relationship between employee oriented cultural dimension and performance of the ODPP

The study found a significant positive relationship between employee oriented cultural dimension and performance, implying that performance increases with continued use of employee oriented as opposed to job oriented cultural dimension. This was related to earlier findings of Gastil (2014) who had indicated that employee oriented culture reflects a degree of comradeship and active member involvement, where a leader relies on group decision making. Fiedler (2015) on the other hand asserts that employee oriented culture motivates employees within an organization and its result is higher morale and qualitative performance and productivity. For Tannenbanum & Schmidt (2008), employee oriented culture keeps employees very much informed about everything that affects their work and share decision making and problem solving responsibilities. Employee oriented culture calls for the leader to be a coach, has the final say, but also to gather valuable information from organization's members before making a decision. Weihrich & Koontz (2013) further contend that, managers basing on employee oriented culture tend to encourage full participation from their subordinate allowing free exchange of ideas and opinions. This culture permits manager-employee relationship in which managers have complete trust and confidence in their subordinates.

Rowold (2013) in support of the foregoing views, insinuates that employees get into their organization's vision and tend to perform above their expected performance when the managers give a priority to employee based welfare. Promotion of employee welfare is more than job tasks promotion. Promoting jobs well done without ensuring that

employees are motivated and rewarded to the level that is expected negatively affects the performance of an organization because employees will always look forward to ensure that they perform their work duties but will not be motivated to take extra efforts to see that these work tasks are fulfilled with much excellence. They will only do work as told not work as needs to be done (House et al, 2007).

Van der Post et al. (1998) examined the relationship between employee oriented culture and the performance of organizations in South Africa. He used a number of dimensions to measure employee oriented corporate culture versus job oriented cultural typology. The study findings showed that employee oriented culture is positively related to the financial performance of the firms investigated whereas the job oriented culture had a negative relationship with the performance of these firms. Van der Post et al. (1998) further ascertained that those private consulting firms which were following consistently job oriented culture had the performance negatively affected as opposed to those which followed employee oriented approach. The study being reviewed examined financial performance on profit making business firms using 15 dimensions of culture but the current study intended to either confirm or refute the conclusions of Van der Post et al. (1998) on one nonprofit making public service organization using three dimensions of culture. Besides, this study sought to assess the performance of the ODPP regarding case disposal, conviction rate and access to prosecution services.

Similarly, Northouse (2012) suggested that strong well defined job descriptions enhance the performance of an organization. However, their study findings got received

opposition from Carrol (2014), who observed that ‘a simple model’ relating organizational culture to performance cannot be a valid approach to improving the performance of an organization meaning this leads to growth of a much more understanding of the relationship between job oriented culture and performance. Wilderom and Berg (1998) argued that rather than wasting resources and time to ensure that jobs are done in the time set, it is important to ensure that employee oriented culture is promoted very strongly if the performance of an organization is to improve.

5.3.3 The relationship between open systems cultural dimension and performance of the ODPP

The study found a significant positive relationship between the open systems and performance, implying that performance enhances with using the open systems versus closed systems. Ronald (2011) further in confirmation of the study findings ascertained that the performance of an organisation relies heavily on being open minded. External clients need to be provided with information required than only limiting it to internal clients which becomes very much affecting to the performance of an organisation.

Further, Crow & Hartman (1995) concedes that open oriented culture tends to exert considerable influence on the commitment and job performance of employees. This view is further demonstrated by Banhole (2002), who reiterates that understanding the optional utilization of human friendly alternative management styles that put emphasis on participative planning process and appraisals, is of necessity a crucial determinant of employee job performance and commitment. To Banhole such participative actions tend

to boost job satisfaction, morale and motivation of workers. However, for Ting (1996) task clarity which is only possible in some form of emphatic central instructions is an inevitable precursor to performance at the job. Raduan et al. (2008) assessed the relationship between culture and performance in the American, Japanese, European and Malaysian Multi-National Companies (MNCs) operating in Malaysia. They used four cultural dimensions as explained by Hofstede (1980) while putting much emphasis on open oriented versus closed oriented culture. The researchers assessed top management of Multinational Companies located in Malaysia and the cultural dimensions they used. The study concluded that companies managed by expatriates took on the cultures of the home country of the expatriates. The current study also confirmed that performance improves with the use of open systems as opposed to closed systems.

5.4 Conclusions

5.4.1 The relationship between process oriented cultural dimension and performance of the ODPP

The study set out to establish the relationship between process-oriented versus results oriented cultural dimension and performance of the Office of the DPP. The study found a significant positive relationship between process-oriented dimension and performance, implying that process-oriented cultural dimension has a positive effect on performance of the ODPP. Thus, it can be concluded that at the Office of the DPP, performance improves with greater use of process oriented over results oriented.

5.4.2 The relationship between employee oriented cultural dimension and performance of the ODPP

The study set out to establish the relationship between the employee oriented versus job oriented cultural dimension and performance of the Office of the DPP. Employee oriented cultural dimension and performance was found to have a significant positive relationship, indicating that employee oriented cultural dimension has a positive effect on performance. Thus, from the above findings, it can be concluded that at the Office of the DPP, performance improves with greater use of the employee oriented cultural dimension.

5.4.3 The relationship between open systems cultural dimension and performance of the ODPP

The study set out to establish the relationship between open systems versus closed systems and performance of the Office of the DPP. It was established that open systems and performance were significantly and positively related, meaning that using the open systems has a positive relationship with performance of ODPP. Thus, from the above findings, it can be concluded that the more administrators employ the open systems over closed systems, the higher the performance of the organization.

5.5 Recommendations

5.5.3 The relationship between process-oriented versus results oriented cultural dimension and performance of the ODPP

Since process-oriented dimension is significantly related with performance of the Office of the DPP, management should continuously adapt process oriented over results oriented as a cultural dimension. However, there is a need to ensure that some room for flexibility to encourage innovation is integrated. These could have a positive effect on the conviction rate, case disposal and would enhance access to ODPP services.

5.5.2 The relationship between employee oriented versus job oriented cultural dimension and performance of ODPP

Since using the employee oriented more than job oriented cultural dimension enhances performance of an organization, management at the Office of the DPP should continuously adopt employee oriented practices more than job oriented to have the performance improve. However, it should be reemphasized that a human being is a social being and they require due consideration before they can give their best. An employee who feels cared for at the work place will give the work place the best and this in turn has a resultant effect of enhanced performance. The reverse is also true. The employer who does not care about the employees' welfare but emphasizes job tasks will only get the bare minimum. For instance, employee welfare can be initiated by ensuring that each employee has an insurance scheme.

5.5.3 The relationship between open systems versus closed systems cultural dimension and performance of the ODPP

Since using the open systems is imperative to performance at the ODPP, management should desist from using the closed systems over open systems because it is likely to affect performance of the Office of the DPP. However, there is a need to ensure that the external clients access all information about ODPP from the ODPP website, publications, regional offices, office of the PRO and office of the DPP.

5.6 Recommendations for further research

There is need to conduct future research on the relationship between organizational culture and performance of other government departments in order to cross validate the findings of this study.

More research is needed to explore other factors that may affect performance of government departments. Future research should focus on factors like technology, remuneration, conflict management, leadership style and working environment.

More research may also be conducted on the other three cultural dimensions that were not investigated due to time constraints. These are *professionalism versus parochial*, *Tight versus Loose control* and *pragmatic versus Normative* cultural dimensions.

5.7 Chapter Summary

The study set out to establish the relationship between process-oriented versus results oriented cultural dimension and performance at the Office of the DPP. The study found a significant positive relationship between process oriented dimension and performance, implying that process oriented dimension has a positive effect on performance of the ODPP. Thus, it can be concluded that in the Office of the DPP, performance improves with greater use of process oriented over results oriented cultural dimension. Secondly, the study set out to establish the relationship between the employee oriented versus job oriented cultural dimension and performance of the Office of the DPP. Employee oriented dimension and performance was found to have a significant positive relationship with performance indicating that employee oriented has a positive effect on performance. Thus, from the above findings, it can be concluded that in the Office of the DPP, performance improves with greater use of the employee oriented cultural dimension. Lastly, the study set out to establish the relationship between open systems versus closed systems and performance of the Office of the DPP. It was established that open systems and performance were significantly and positively related, meaning that using the open systems has a positive relationship with performance of ODPP. Thus, from the above findings, it can be concluded that the more administrators employ the open systems over closed systems, the higher the performance of the organization.

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APPENDIX I:
QUESTIONNAIRE FOR PROSECUTION OFFICERS

INTRODUCTION

Dear Respondent,

I am Alice Komuhangi a student of Uganda Management Institute (UMI) pursuing a Master's degree in Institutional Management and Leadership (MIML). In order to complete the study, I am required to do a research paper. This study is aimed at establishing "*The effect of organizational culture on performance in the Office of the DPP - Uganda*". You have been identified as one of the respondents to participate in this. I am kindly requesting you to take off a few minutes to participate in this research study. This questionnaire is intended to generate information in that regard. After your consent, I am kindly asking you to fill out the questionnaire at your most convenient time. You are kindly requested to be as genuine and honest as possible. All information provided will be treated with utmost confidentiality. Your participation in this study is voluntary but I will be glad if you accept to participate in it.

Thank you for your cooperation.

Sincerely,

Alice Komuhangi.

SECTION A: BACKGROUND DATA

Please circle the numbers representing the most appropriate responses for you in respect of the following items:

1. Your gender (a) Male (b) Female

2. What is your age group?
(a) 20-29, (b) 30-39, (c) 40-49, (d) 50 and above

3. What is your highest level of education?
(a) Diploma, (b) Bachelor's degree, (c) Postgraduate Diploma
(d) Masters' degree (e) Doctorate (f) Others (specify) -----

4. What is your marital status?
(a) Single (b) Married (c) divorced (d) Separated (e) Widowed

5. For how many years have you worked with Office of DPP?
(a) 1-5years (b) 6-10 years (c) 11-15 years (4) Over 16 years

SECTION B: INDEPENDENT VARIABLE – ORGANISATIONAL CULTURE

i) Process oriented versus results oriented

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

No	Statement	1	2	3	4	5
1	The work in the ODPP is done through well-defined work processes.					
2	While executing duties in the ODPP, the process of work is emphasized as opposed to results.					
3	There are rules/ regulations that guide the execution of assignments in the ODPP					
4	It is mandatory to follow the work processes while doing work in the ODPP					
5	There is room for creativity and innovation while executing duties in the ODPP					
6	There are sanctions for non-compliance with the rules and work processes.					

ii) Job oriented versus employee- oriented

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1=Strongly Disagree, 2=Disagree, 3 =Not Sure, 4 =Agree, 5 =Strongly Agree

No.	Statement	1	2	3	4	5
1	Cooperation between the departments are normal					
2	Changes are implemented in coordination and consultation with the people concerned					
3	All important decisions are taken by groups or committees					
4	In the performance of your duties, the employer puts heavy pressure on you to perform tasks even if it is at your expense					
5	Employees get feedback from the superiors for good performance					

No.	Statement	1	2	3	4	5
6	There is little concern for personal problems of employees.					
7	Employer is only interested in the work people do and not the people					

iii) Open systems versus closed systems

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	There are external clients who benefit from the services of the ODPP					
2	In the ODPP, members are warm and open to newcomers and external clients					
3	Newcomers are supported to adapt quickly to the job and to the team					
4	New employees usually need only a few days to feel at home.					
5	It is easy for external clients to access information on the operations and services of the ODPP					
6	The external clients of the ODPP are made welcome right away.					
7	While executing the tasks in the ODPP, the client's views are considered					
8	There are systems in place in the ODPP to encourage the external clients to get information and services of the ODPP					

SECTION C: DEPENDENT VARIABLE – ORGANISATIONAL

PERFORMANCE

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	The rate of cases disposed of is increasing					
2	The rate of conviction has been raising					
3	Vulnerable people can equitably access prosecution services					
4	The capacity of ODPP to prosecute corruption and white collar crimes has been enhanced					
5	International criminal matters have been expeditiously handled by ODPP					

THANK YOU FOR YOUR PARTICIPATION!

APPENDIX II:

INTERVIEW SCHEDULE FOR EXECUTIVE MEMBERS, SENIOR

MANAGEMENT AND SUPERVISORS AT ODPP

Process orientation versus results orientation cultural dimension

1. Does ODPP have in place a well-defined work process? If yes explain the process the work of the ODPP goes through. If no how is work done at ODPP?
2. What are the tasks involved in the execution of the ODPP work?
3. While executing the duties, what is emphasized? Is it the process of the work or the results?
4. Are there rules/ regulations/ processes that guide the execution of assignments in the ODPP? What are some of those rules?
5. Does ODPP have room for innovation?
6. Are there sanctions for non-compliance with the rules/ processes at ODPP?
7. How has this dimension affects the performance of ODPP (probe rate of conviction, rate of disposal and access to prosecution)

Job Orientation versus Employee Orientation Cultural dimension.

1. To what extent do departments of ODPP cooperate?
2. Has cooperation improved on ODPP performance as far as performing its duties is concerned?
3. Are changes within the organization implemented in consultation with the people concerned?
4. Do managers support employees to advance within the organization?

5. While taking important decisions in the organization, are all the employee categories consulted?
6. Do junior employees get feedback from their superiors?
7. In the performance of your duties, do you feel that the employer emphasizes the execution of tasks or the welfare of the employee?
8. Do you feel that there is heavy pressure on you to perform tasks even if it is at your expense?
9. How has this dimension affects the performance of ODPP (probe rate of conviction, rate of disposal and access to prosecution)

Open systems Versus Closed Systems Cultural dimension.

1. Who are the external clients (users) of the ODPP services?
2. Are the employees open to new comers (new employees) and external clients?
3. Are new comers supported to adapt quickly to the job and the team?
4. How long do newcomers need to feel at home and accepted within the organization?
5. How easy is it for the external clients of the ODPP to access information on the operations of the ODPP?
6. Are there systems in place in the ODPP to encourage the external clients to get and give information and services of the ODPP?
7. Are the external clients made welcome right away or they have to first have to prove themselves?
8. While executing the tasks in the ODPP, are clients' views considered or you always know what is best for them.

9. How has this dimension affects the performance of ODPP (probe rate of conviction, rate of disposal and access to prosecution)

THANK YOU SO MUCH

APPENDIX III:

DOCUMENTARY REVIEW CHECKLIST

Information expected/objectives	Documents reviewed
Process oriented versus results oriented	<p>The Public Service Standing Orders</p> <p>The Uganda Public Service Competence Dictionary</p> <p>ODPP Strategic Plan</p> <p>ODPP Human Resource Manual</p> <p>DPP Performance Standards and Guidelines</p> <p>ODPP Ministerial Policy Statement</p>
Job oriented versus employee-oriented	<p>capacity building plan</p> <p>ODPP strategic plan</p> <p>ODPP Human Resource Manual</p>
Open systems versus closed systems	<p>Employee performance appraisal forms</p> <p>assessment reports</p> <p>ODPP strategic plan</p> <p>ODPP Human Resource Manual</p> <p>ODPP Client Charter</p>
Organizational performance	<p>ODPP Annual assessment report</p> <p>Ministry of Justice and Constitutional Affairs' Annual Report</p> <p>ODPP Performance Report</p> <p>JLOS Annual Report</p> <p>JLOS Crime Disposal Reports</p> <p>JLOS Conviction Reports</p>

APPENDIX IV:

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357

N	S	N	S	N	S
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Source: Krejcie & Morgan (1970, as cited by Amin, 2005)

Note—*N* is population size.

S is sample size.