

The role of Organisation Culture on Organisational Performance in Uganda

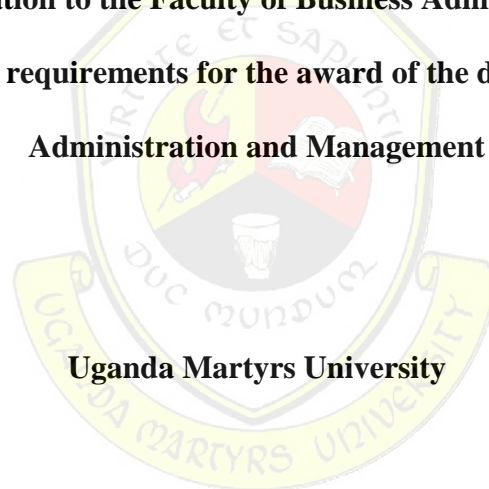
Case Study: Hill Preparatory School

By:

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in partial fulfilment of the requirements for the award of the degree Bachelors of Business
Administration and Management**



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DEDICATION

This research is dedicated to the most beloved parents, Mr. Edward Muhumuza, Mrs. Annet Muhumuza, my brothers and sisters Alvin Alinda, Christine Kansiime, and Grace Muhumuza, Mr. Opata Peter and all the relative and friend who have supported me in all ways.

I also dedicate this work to all UMU lecturers, colleagues of the BAM class.

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ABSTRACT

This study focused determining the role of organization culture on the organizational performance in Uganda. The researcher carried out this study with Hill Preparatory School as a case study.

The research was guided by three objectives namely; to assess the role of artifacts on organizational performance, to evaluate the role of basic assumptions on organizational performance and lastly to examine the role of espoused values on organizational performance.

The data in this research was collected through the use of questionnaires, interview guides, document review and observation. This was followed by proper analysis and presentation of data using the distributed statistical frequencies especially SPSS and tables.

In the study, it was discovered that the organization the school had the organization artifacts, espoused values and basic assumptions as the levels of organization culture. It was also noticed that there is need to eradicate members about these levels especially the espoused values and the basic assumptions and emphasizes so that members are always aware of them.

The researcher recommended that the organization and the entire departments should ensure that the organization culture is properly followed and communicated so as to affect performance since it provides a framework for achieving a competitive advantage.

The researcher called for further research to be carried by different institutions on the influence of management on organization culture and also more research on the role of organization culture is required.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The researcher intends to study how organization culture plays a role on organizational performance using Hill Preparatory School Kampala Uganda. In order for an organization to meet its obligations managers, employees and the society, its top management must develop a relationship between the organization and the employees that will fulfil the continually changing needs of both parties.

This chapter will look at the following aspects: introduction, the background of the study, specific objectives, research questions, scope of the study, hypothesis, problem statement, broad objectives, significance of the study, and justification of the study.

1.1 Background of the study

Several scholars have written different ideas about organizational performance in relation to organization cultures in the different periods (1970-1990, 1990-2000, 2000-to date)

During the period (1970-1990), the origin of organization culture according to the work of Deal & Kennedy (1982) as cited by O'reilly (2001) is seen as being central to organization success rather than factors such as structure, strategy or politics. As a result the attention shifted away from nation culture to organization culture. The authors also identified four generic types of cultures to describe organization culture namely the tough-guy culture, the work-hard culture, the bet-your company culture and the process culture.

According to Brown (1988) as stated by Nyoni, (2014) there is a fundamentally important link between organization culture and motivation factors and these are both responsible for the performance levels of an organization. In addition, organization culture locates ambiguous links between culture and organization performance. These cultural values are consistent with the organization chosen strategies that led to successful organizations as stated by Uddin, Luva & Hossian (2012). It has also been argued that many academics and practitioners argue that the performance of an organization is dependent on the degree to which the values of the culture are widely shared. (Deal and Kennedy, 1982, Ouchi, 1981) as cited by O'reilly, (2001).

By the period (1990-2000), there are seven primary characteristics that describe organization culture. Such as; innovation and risk taking, attention to detail, people orientation, outcome orientation, team orientation, aggressiveness and stability O'reilly, Chatmant, & Caldwell (1991). Zakaria (1997) cited by Awolowo (2003) contended that one of the relevant determinants of organisational performance is employee behaviour include; beliefs, values, norms, attitudes, background perception of work as Ricky (1997) as cited by Nyoni, (2014) culture is an important part of an internal environment of an organization. Every organization aims to get the best possible performance from employees. Researchers assessing the link between culture and performance were more cautious, for example Gordon and Tamaso, (1992) and Denison, (1990) both argue that characteristics might affect performance unless restricted to a specific context. These authors also noted that culture will remain linked with superior performance only if the culture is able to adapt to changes in environmental conditions within the context, this was stated by Uddin, Luva & Hossian (2012).

In the period (2000 to-date), culture is linked to organization performance, even though there are some theorists that questioned the culture performance link, sufficient evidence exists to suggest that organization culture is associated with organizational performance, Ogbonna and Harris (2000) as stated by Mohamad and Mohamad, (2011). For example early studies have indicated that there exists a relationship between organization culture and its performance.

Magee (2000) as cited by Uddin, Luva & Hossian (2012) stipulated that organization culture is inherently connected to organizational practices, therefore organizational performance is conditional on organization culture, In addition to the above, organization culture can have varying impacts on organizational performance and motivation levels. Oftentimes, employees work harder to achieve organization goals if they consider themselves to be part of the culture. Davoren (2015) argues that different cultures operating in one company can also impact employee performance and motivation levels. The author further notes that often times employees work harder to achieve organizational goals if these employees consider themselves to be part of the culture since different cultures operating in one company can also impact employee performance. Furthermore, Magee (2002) as cited by Mohamad and Mohamad, (2011) contends that without considering the impact of organization culture, organizational performance could be counterproductive because the two are independent and change in one will impact on the other. However, according to Kandula, (2006) as stated by Anhmad (2012) a strong culture is the key to good performance. He further maintains that due to difference in organization culture, same strategies do not yield same results for two organizations in the same industry and in the same location which means that organization culture has an active and direct role on organization performance

1.2 Statement of the problem

There is sometimes confusion over the difference between the interpretation of organization cultures and organization climate. (Mullins, 2010)

Despite the many theories that have been used, (Armstrong and Baron, 2007) in explaining performance practices, managers and employees face difficulties in making choices and taking actions in organizations due to their inability to conceptualize and drive appropriate practices from those theories that would enable them implement performance. Therefore the existing studies indicate that the developed theories have not adequately addressed the role of organization culture. (Fletcher, 2001)

In addition, many business leaders understand that culture plays an important role in their business, but most find it difficult to understand how to use culture to improve performance. (Booz and Co. Inc, 2013).this raises the question and hence the need to determine the role of organization culture on organizational performance.

1.3 Objectives of the study

1.3.1 Broad objective of the study

To determine the role of organization culture on the organizational performance in Uganda.

1.3.2 Specific objectives

1. To assess the role of artifacts on organizational performance
2. To evaluate the role of basic assumptions on organizational performance
3. To examine the role of espoused values on organizational performance

1.4 Research questions

1. What is the role of artifacts towards organizational performance?
2. What is the role of basic assumptions towards the organizational performance?
3. What is the role of espoused values towards organizational performance?

1.4.1 Research Hypothesis

The study will test the hypothesis that:

There is a role of artifacts towards the organizational performance in Uganda.

The basic assumptions play a significant role towards the organizational performance in Uganda.

The espoused values have an important role on the organizational performance in Uganda.

1.5 Scope of the study

The study mainly based on the role of organization culture on organizational performance. The three main scopes of the study are; geographical scope, time scope, and the content scope.

1.5.1 Content and subject of the scope; the study is intended to examine the role of organization culture on the organizational performance in Uganda. The moderating variables will not be studied during the study.

1.5.2 Geographical scope; the study will be conducted from Hill Preparatory School in Kampala district located in the central part of Uganda.

1.5.3 Time scope; the research will be based on the period of three years, that is from 2013 to 2015 since the information between that period is more available and relevant. A thorough study

is to be conducted in regard to the role of organization culture towards the organizational performance, within that period.

1.6 Significance of the study

This study highlights the various roles of organization culture towards organizational performance. This study is of importance to the organization since it will enable the managers to get more light on the relevance of organization culture to their organization.

The study will also benefit the entire community and bring to the awareness and the benefit of organization cultures in societies, so this will give them an opportunity to benefit from and discover how often businesses should get involved in knowing and having organization cultures for better performance.

In the field of academic and research, the research will be used by the other researchers and academicians who may be in the need of carrying out studies in line with my area of study. This research may also be used as a foundation for other studies.

1.7 Justification of the study

The study is an academic requirement for the award of a bachelor's degree in Business Administration and Management of Uganda Martyrs University; widen business owners and managers knowledge on the different organizational cultural levels they can use to improve on the performance of their businesses.

The existing studies indicate that the developed theories have not adequately addressed the role of organization culture. This gives a justification for this research.

In addition, many business leaders understand that culture plays an important role in their business, but most difficulty understanding how to use culture to improve performance. Therefore, this raises the question and hence the need to determine the role of organization culture on organizational performance.

1.8 Definition of key terms

1.8.1 Culture

This is the acquired knowledge that people use to interpret experience and generate social behaviour. This knowledge forms values, creates attitudes, and influences behaviour. Hodgetts and Luthans, (2000).

The customs, beliefs, art and all the other products of human thought made by a particular group of people at a particular time, Lewis (2006).

1.8.2 Organizational culture

A pattern of basic assumptions that are developed by a group as it learns to cope with problems of external adaption and internal integration and that are taught to new members as the correct way to perceive, think, and feel in relation to these problems Hodgetts and Luthans, (2000).

It can also be defined as the set of shared, taken for granted implicit assumptions that a group holds and that determines how it perceives, think about, and reacts to its various environments. Kreitner and Kinicki, (2004)

1.8.3 Artifacts

These are the physical manifestation of an organization's culture. Kreitner and Kinicki, (2004)

These are the observable symbols and signs of an organization's cultures, such as the way visitors are greeted, the physical layout and how employees are rewarded McShane, (2000)

1.8.4 Espoused values

These are the explicitly stated values and norms that are preferred by an organization. They are generally established by the founder of a new or small company and by the top management team in a larger organization. Kreitner and Kinicki, (2004)

1.8.5 Basic assumptions

These are basic underlying assumptions that are unobservable and represent the core of organizational culture. They constitute organizational values that have become so taken for granted over time that they become assumptions that guide organizational behaviour. Kreitner and Kinicki, (2004)

1.8.6 Performance

According to Langton, performance implies the action of doing things, using things, and attending to conditions, processing, communicating, and achieving results. It is not a static concept, but an active concept Geldenhuys, (2006)

According to Cascio Performance refers to the degree of achievement of the mission at work place that builds up an employee job Luqman, (2012).

1.8.7 Turnover

According to the OECD statistics (2013) there is no universal definition for the definition of turnover. However it was referred to as the totals invoiced by the observation unit during the reference period and this corresponds to the market sales of goods or sales of goods and services supplied to third parties.

1.8.8 Market share

Market shares the specific percentage of total industry sales of a particular product achieved by a single company in a given period of time. Random house dictionary (2015)

1.8.9 Quality

According to Saner and Eijkman (2005) the key aspect of quality is essentially the extent to which the organization is able to meet the stakeholder expectations on certain dimensions that have value for them as cited by Gavrea, Ilies & Stengerean (2011).

1.9.10 Management styles

This is the manner in which an organization manages its employees and their work activities and will vary depending upon factors such as the characteristics of employee, the work activities engaged in the organization. Grimsley (2003).

1.8.11 Socio- cultural practices

These are habitual activities that structure the lives of communities and groups and that are shared by relevant to many of their members. They are significant because they reaffirm the identity of those who practice them as a group or a society and whether performed in public or

private, or closely linked to important events. They shape everyday life and are familiar to all members of the community even if not everybody participates in them UNESCO, (2012)

A set of beliefs, customs, and behaviour that exists within a population (Business dictionary, 2014)

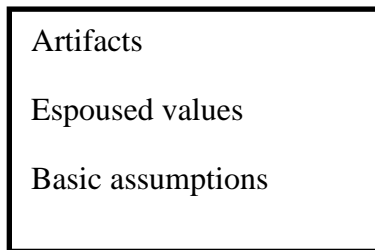
1.8.12 Government policies

The term government policy can be used to describe any course of action which intends to change a certain situation. In fact, it can make policies that could change how much tax you pay, parking fines, immigration laws and pensions Nidirect government services, (2013)

1.9 Conceptual framework

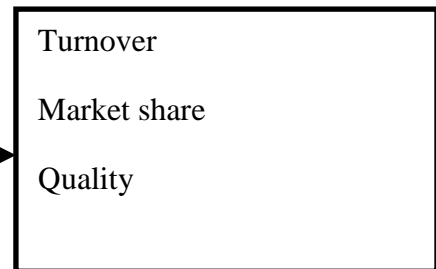
Intervening Variables

Organization Culture

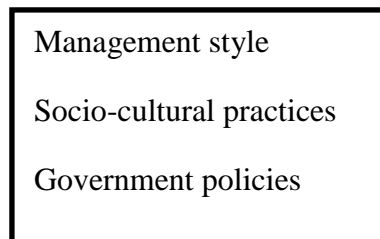


Dependable Variables

Organizational Performance



Moderating Variables



Source: Adapted from; Kinicki and Kreitner, 2010

A conceptual framework is a set of ideas and theories that help a researcher to properly identify the problem they are looking at, frames their questions and find suitable literature Smyth, (2004)

The above conceptual framework consists of independent variables; Artifacts, Espoused values and Basic assumptions, dependent variables; Employee turnover, Market share and Quality, moderating variables; Management style, Socio-cultural practices, and Government policies. The moderating variables are excluded.

Artifacts are the observable symbols and signs of an organisation's culture, the way visitors are greeted, the physical layout, and how employees are rewarded creates a sense of motivation among the visitors, customers and employees in terms of increasing the market share of the organisation

An organization with a consensus on the values that drive the company and with an intensity that is recognizable even to outsiders has goal alignment, creates high levels of motivation of employees which in turn generate high production of quality products due to the shared values by members. These values also provide control without the oppressive effect of bureaucracy.

Basic assumptions encourage confidence and risk taking among employees, have leadership that produces change, and focuses on the changing needs of customers. Therefore production on the basis of the customers' needs implies that there is high consumption of the products which in turn leads to a high turnover and also leads to the customer satisfaction hence increasing the market share.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter looks at the existing literature on organization culture to be specific, the role of organization culture on the organizational performance in Uganda as reviewed by different scholars. The researcher also shows the existing gap to be filled. The reviewed literature is basically presented basing on the objectives that the researcher intended to cover.

2.1 Organization culture and performance

Bloisi (2003) noted that organization culture is not always easy to observe and understand because it tends to subtly permeate most aspects of organization life. Although culture is one of the newer organizational concepts, it has quickly been reorganized as a key predictor of employee satisfaction, a competitive performance. In addition to that, organization culture is defined as a system of sharing meaning held by members that distinguishes an organization from others. The essence of a firm's culture is shown by the way it conducts business, the manner in which it treats customers and employees, the extent of autonomy or freedom that exists in the departments or offices. Organization culture can also be viewed according to the degree of loyalty expressed by employees about the firm therefore culture represents the perceptions held by the organization's employees. Ivancevich (2010).

As regards to the studies of the two authors Bloisi (2003) and Ivancevich (2010), I disagree with Bloisi's idea that culture is a key predictor of employee performance. This is because culture is just a system that is followed by members in an organization not just a key predictor.

Therefore concur with Ivancevich's statement that the essence of a firm's culture is shown by the way it conducts business, the manner in which it treats customers and employees, the extent of autonomy or freedom that exists in the departments or offices.

Furthermore, McShane (2000) defines organizational culture as the basic pattern of shared assumptions, values, and beliefs as the correct way of thinking and acting on problems together with the opportunities faced by the organization. Organizational culture defines what major and minor aspects within the company are. The author continues to note that organizational culture can be thought of as an organization's DNA invisible to the naked eye yet a powerful template that shapes whatever happens in the workplace.

Kleiman (2000) asserts that organizational culture is a society's set of assumptions, values and rules about social interaction and the culture in which one is raised programs the mind to react to the environment in certain ways. In addition to that, the author continues to state that culture provides people with a mental road map and traffic signals. The road map depicts the goals to be reached and the ways to get there while the traffic signals indicate who has the right way, when to stop and when to do so.

Organization culture is one of the many factors that influence performance therefore referred to as the set of shared taken for granted implicit assumptions that a group holds and determines how it perceives, thinks about, and reacts to its environments. This highlights three important characteristics of organization culture namely organization culture is passed on to new employees through the process of socialization, organization culture influences our behaviour at work as well as operating at different levels, artifacts, espoused values and basic assumptions. Kinicki and Kreitner (2010).

Regarding the views of McShane (2000), Kleiman (2000) and Kinicki (2010), I consent with their views that values, beliefs, assumptions and artifacts are the major aspects of organization culture. This is true because all those levels aid performance given that they represent or show what an organization standards for in regard to providing an organization with a sense of direction.

Pinnington and Edwards (2008) state that organization culture establishes the norms and expectations of how people should be treated but acts as the needs of the organization since culture affects employee resourcing through influencing the values and beliefs of owners, management and other employees about which flow approaches are appropriate. This is also in support of the above authors; McShane (2000), Kinicki (2010) and Kleiman (2000) who argued that values and believes of the organization to be affected by culture.

According to Kadula (2006) as cited in Anhmad (2012), he notes that a strong organizational culture is the key to good performance in the organization. The author further states that same strategies cannot yield the same results between organizations of the same industry and location because each organization has it is own culture that it follows. Therefore a positive and strong culture can make an average individual to perform and achieve brilliantly hence having an active and direct role in performance management.

Murphy and Cleveland (1995) as cited by Mohamed & Mohamed (2011), state that culture contributes a great understanding towards the performance of management. Without considering the impact of organizational culture, organizational practices such as performance management could be counterproductive because the two are interdependent and change in one will impact the other. Magee (2002) as cited by Anhmad, (2012). Therefore the views of Murphy and Cleveland

(1995) and Magee (2002) are in agreement with those of Kadula (2006) that for an organization to perform, it must have strong organization culture.

According to Schein (n.d) as cited by Cole (1995), there are three different levels of culture which are on the surface, digging and going deeper. As regards on the surface, it attempts to explain the artifacts of organizational culture, the signs that are visible but often had to decipher the aspects of explicit, often written and those of organizational culture. With digging, this refers to looking deeper into the cultural soil so as to continue towards the analogy one comes across the espoused values that underlie these artifacts. These values represent the rallying points of the group that are being tested on experience (learning) or those that may not be implemented in practice. The author continues to explain that the first two levels do not properly classify organizational rhetoric from organizational reality but the third level which is going deeper defines the implicit taken for granted assumptions, the basic assumptions about work and what is acceptable to the group thus what subconsciously guides behaviour and outlook of the organization.

Schein's statement of there are three different levels of culture which are on the surface, digging and going deeper which meant values, artifacts and assumptions was in support of the above authors McShane (2000), Kinicki (2010) and Kleiman (2000) who also stated them as part of organization culture.

Noe et.al (2008) state that culture is the set of important assumptions (often unstated) which members of a community share. These assumptions consist of beliefs about the world, how the world works and the ideals that are worth striving for. The author continues to explain that culture determines the effectiveness of various practices found to be effective since those that

tend to be effective in the United States may not be effective in a culture that has different beliefs and values.

2.3 The effect of Artifacts on organizational performance

Glinow and Shane (2008), define artifacts such as the way visitors are greeted, the physical layouts, and how employees are rewarded, to be the observable symbols and signs of an organization's culture. The authors further described four categories of artifacts which are organizational stories and legends, rituals and ceremonies, language, physical structures and symbols with each artifact conveying meaning about the company's culture and the organizational performance. "Artifacts are reflected by the way the building looks, the way people act, the names of conference rooms," said Joe Kraus, a cofounder of Excite, an Internet gateway and search engine company in Redwood city, California. McShane (2000)

Kleinman (2000) , notes that many people think of culture on the aesthetic side of life as being reflected in tangible things like its dance, music, paintings or clothing fashions yet such tangible things represent Artifacts. While these artifacts are the most visible signs of culture, like the tip of an iceberg, they rest on certain invisible underpinnings that lay beneath the surface. In addition to that, even authors: Kinicki and Kreitner (2004), noted that artifacts consist of the physical manifestation of an organization's culture therefore viewed as acronyms, manner of dress, awards, myths and stories told about the organization, published lists of values, observable rituals and ceremonies, special parking space or decorations which can easily be changed in order to lead to increased effectiveness of the organization. The studies of Kinicki and Kreitner (2004) are in agreement with those of Mc Shane (2000) who noted that stories and legends serve as powerful social prescriptions of the way things should or should not be done. They also

provide human realism to individual performance standards the fact that stories and legends use role models to demonstrate that organizational objectives to be attained. Therefore act as the most effective way of communicating cultural values especially when they describe real people, are assumed to be true since these stories and legends are known by employees throughout the organization because they are also prescriptive thus act as a guide to employees on is expected and not expected of them in the organization.

According to Hitt et.al (2005), artifacts are considered to be the most often associated with physical discoveries that represent an ancient culture and its values such as buildings, pottery, clothing, tools, food and art, office managements and parking arrangements. The authors also denote that artifacts and behaviour are closely linked which later leads to organizational performance in terms of planning, organizing, leading and controlling. Artifacts are at the surface therefore considered to be the visible and tangible elements or aspects of organization culture the fact that they reflect the values which might be an executive open door policy, an office layout that includes open spaces and gathering areas equipped with pool tables, and frequent company picnics reality Carpenter et.al (1994). This relates to the study of Schein (1992) who also denoted that artifacts are visible organizational structures and process which are easy to observe but also very difficult to decipher as the most important point. In other words observing can describe what an employee see's and feels but unable to reconstruct what the artifacts mean in the given group or whether they reflect important underlying assumptions

According to Lewis et.al (1995), artifacts are cultural routines that form the substance of public functions and events staged by the organization since they support and reinforce the organization's hidden ideologies, shared value systems and norms. Artifacts act as the outer ring that consists of the explicit artifacts and products of culture at a level which observable and

consisting aspects such things as language, food, building and art. These can lead to the effectiveness of the organization, Luthas (2009). Colquitt et al (2011) also argues that artifacts are the manifestations of an organization's culture that can easily see or talk about by the employees of the organization. To complement that, artifacts use the signals which are interpreted by the employees so as to determine their actions during work days. These artifacts supply the major ways of transmitting an organization's culture to its work force. In addition, artifacts not only show the current employees but also potential employees, customers, shareholders and investors.

Meijia et.al (2008) argued that artifacts are the visible culture that an observer can hear, feel, or see. In addition to the above argument, the artifacts make it possible to study dominant cultural characteristics, to determine whether the organization is of a high competitive advantage as compared to the competitors of the organization. Mullin (2010) was in support of Meija's argument who referred to artifacts as the most visible level of the culture. The author also listed the physical space and layout, the technological output, written and spoken language and the overt behaviour of group members as examples of artifacts. These Artifacts assist in the sense making system, aid employees understand organizational events so that the task at hand rather is achieved rather than spend time trying to figure out what is required of them and also communication of among employees is more efficient and reach higher levels of cooperation since there is sharing of common mental models of reality, McShane (2000).

2.4 The effect of espoused values on the organizational performance

According to Bloisi (2000) the content or interpreted meaning of values is based on either Functional or Elitist values. Functional values express a normative mode of conduct that that

tells members what they should pay attention to, such as customer service, innovation, speed and quality. These are at the second level, shared principles, standards, and goals exist at this level. These values are the shared principles, standards, and goals. The author further stated egalitarianism, high-quality relationships, and having fun as examples of shared values within an organization Carpenter et.al (1994). Colquitt et.al (2011) further defines espoused values as the beliefs, philosophies and norms that a company explicitly states. These values can range from published documents like a company's vision or mission statement, to vocal statements made to employees by executives and managers.

Mullin (2002) noted that Cultural learning reflects someone's original values, solutions as regards to deal with a new task, issue or problem within the organization this is based on convictions of reality and if the solution works, then the values can transform into a belief. Therefore values and beliefs become part of the conceptual process by which group members justify actions and behaviour. In addition to this statement, Denison (1990) as cited by O'reilly (2001) also noted, that Culture is created as a result of solutions to problems that the groups are facing. Therefore, values reflect the members' preferred means of resolving the problems that the groups are facing. Luthas (2009) also argues that is the middle ring that contains the norms and values of the society. These can be both formal and informal and they are designed to help people understand how they should behave. This however implies that Denison (1990) and Luthas (2009) are in support of Mullin's (2002) argument that values are reflect solutions that may arise within the organization which is true since these values act as evidence.

According to Geldenhuys (2006) espoused values are the guiding principles of the group's behaviour, irrespective of whether they are right or wrong or whether they include the values that ought to be in the organization. In support of Geldenhuys's (2006) statement, Ivancevich et

al.(2008) defines espoused values as the conscious, affective desires or wants of people that guide behaviour. The author added that these values guide lines and beliefs that a person uses when confronted with a situation in which a choice must be made. Kinicki and Kreitner (2004) also argued that values are concepts or beliefs that pertain to describe behaviours, transcend situations, guide selection or evaluation of behaviour and events and are ordered by relative importance. The authors however classified values into espoused values, the stated values and norms that are preferred by an organization and enacted values, the values and norms that are exhibited by employees. These authors further noted that it is important to reduce the gap between espoused and enacted values because they can significantly influence employee attitudes and organizational performance. Hitt et.al (2005) also contends that values guide behaviour, enduring beliefs about specific ways of managing and conducting business that have an effect towards the performance of an organization.

In addition, Lee and Yu (2004) as cited by Geldenhuys (2006) also claimed that superior performance and effectiveness can be observed when the culture is widely shared among employees hence organizations are able to operate efficiently when these shared values exist among the employees.

According to Kleinman (2000) values are the rules of societal propriety and impropriety that are shared by people within a culture. The author argues that these values dictate which behaviours are appropriate and which are not which are then passed down from generation to generation. These values are continually reinforced by teachers, religion, peers, parents and so forth, over time. Furthermore, these values are more stable, long-lasting beliefs about what is important especially when defining what is wrong or right or good or bad, in the world. The author added that in some organizations, playing nerf ball and wearing T-shirts is considered inappropriate and

evidence of poor performance. Therefore organizations benefit from some level of values because employees with diverse values offer different perspectives, which often lead to better decision making McShane, (2000). Meija et.al (2008) posted espoused values as aspects of corporate culture that are not readily observed but instead can be perceived from the way managers and employees describe and defend their actions and decisions. In addition to that managers who are not honest about why actions were taken may create an organization culture full of cynicism, dishonesty, lack of credibility and poor ethics all of which eventually translate into poor firm performance.

McShane and Glinow (2009) posted those values as stable, evaluative beliefs that guide our performance for outcome or courses of action in a variety of situations. They are conscious perceptions about what is good or bad, right or wrong. The authors further noted that values exist as a component of organizational culture in the form of shared values. Shared values are values that people within the organization or work unit have in common and place near the top of their hierarchy of values.

Jones and George (2009) a company's culture is as a result of guiding values, they are the shared standards that its members use to evaluate whether or not they have helped the company to achieve its vision and goals. The values a company may adopt include; Excellency, stability, profitability, economy, creativeness, morality and usefulness, which help the organization to achieve its goals. This view is in support of Kleinan (2000), McShane(2000), Meija (2008)& McShane (2009) who stated that espoused values define what is right or good, what is good or bad.

According to Van der Berg (2004) as cited by O'reilly (2001) values are expressed in organization practices that can be derived from the existing practices within the organization, department or work unit. These values exert influence on individuals, groups, and organizational processes. For example members are influenced to be good citizens and to go along. Thus the quality of customer service is important in the culture, then individuals are expected to adopt this behaviour, and if adhering to a specific set of procedures in dealing with customers is the norm then this type of behaviour would be expected, reorganized and rewarded Ivancevich et.al(2008) the author further stated that the more employees share and accept core values, the stronger the culture is and the more influential is it on behaviour, and thus are likely to perform tasks in a manner that is consistent across the organization. In addition, work is performed out of enjoyment of the activity for its own sake and out of concern and respect for the needs and values of the other people involved. Handy (n.d) as stated by Geldenhuys (2006).

2.5 The effect of basic assumptions and organizational performance

According to Schein(n.d) as cited by O'reilly 2001) to really understand a culture and to understand the group's values and behaviours it's imperative to dig into the underlying assumptions which are typically unconscious but which actually determine how group members perceive, think and feel. In addition to that statement, without an understanding of assumptions, you might make a number of mistakes in trying to comprehend changes or even create a new culture, Hitt et.al (2005). This author stated that basic assumptions are beliefs about fundamental aspects of life and also as a soil in which the overall culture tree grows. In addition to this most scholars agree that there is a universal category of assumptions represented in all groups to influence organizational performance. In relation to Schein &Hitt, Douglas (1986) as cited by Kinicki and Kreitner (2004), noted that once we have developed an integrated set of assumptions

–“a thought world” or “mental map”- we will be maximally comfortable and vulnerable in situations where different assumptions operate, because either we will not understand what is going on or worse, we will misperceive and misinterpret the actions of others, which will affect the performance of the organization.

According to Schein (1992) as stated by Carpenter et.al (1994) basic assumptions are at the deepest level, below our awareness. They are beliefs about human nature and reality that is taken for granted. These assumptions are taken for granted and reflect beliefs and human nature and reality. This was in support of McShane (2000, 2009) who stated that assumptions represent the deepest part of the organization culture because they are unconscious and taken for granted perceptions of beliefs that have worked so well in the past that they are considered the correct way to think and act towards problems and opportunities. The author further argued that these assumptions are the shared mental models, the broad world views or theories in use that people rely on to guide their perceptions and behaviour.

According to Kinicki and Kreitner (2004) basic assumptions are unobservable and represent the core of organization culture. These assumptions constitute organization values that have become so taken for granted over time that turn into assumptions that guide organization behaviour, thus are highly resistant to change. The authors further note that these assumptions are widely held among employees, people will find behaviour based on conflicting value beyond belief.

In addition to that statement, when a solution to a problem works repeatedly, it comes to be taken for granted, therefore basic assumptions are unconsciously held learned responses. They are implicit assumptions that actually guide behaviour and determine the group members' perception on how they think and feel about things, Mullins. (2002). Furthermore, in support of to Kinicki

and Kreitner (2004) & Mullins. (2002). Luthas (2009) stated that the inner circle contains basic, implicit assumptions that govern behaviour. He further stated that by understanding those assumptions, members of a culture are able to organize themselves in a way that helps them increase the effectiveness of their problem-solving process and interact well with each other. The implication of these assumptions is that once they have become rooted, they are extremely difficult to change (Cole, 1995). This was in agreement to Kinicki and Kreitner (2004) who also stated that these assumptions are highly resistant to change. The author however further noted that the effect of these basic assumptions is to provide the anchorage and stability necessary for a coherent culture to emerge and flourish.

Colquitt et.al (2011) also noted that basic assumptions as the taken for granted beliefs and philosophies that are so ingrained that employees simply act on them rather than questioning the validity of their behaviour in a given society. The authors further denoted that whatever a company's underlying assumptions are, its hidden beliefs are those that are the most likely to dictate employee behaviour and affect employee attitudes in relation to the performance of the organization. However, Mejia et.al (2008) referred to basic assumptions as core values, which are a firm's principles that are widely shared, that operate unconsciously, and that are considered negotiable. The authors further noted that in some organizations such as REI in the introductory Vignette, a basic assumption may be that, stability and commitment of the workforce are critical for success or performance.

According to Bloisi (2003) assumptions tell about people and relationships, organizations to develop common assumptions about human nature and how people are to be treated. Anthropologists believe that the assumptions held by a society evolve from that society's attempt to adjust to the world around it; therefore societies have got to figure out how to best

communicate, educate, feed, clothe, and govern the people within their boundaries. Over time, through experimentation, with differing philosophies, methods and ideas, these basic assumptions about life emerge, Kleinman (2000).

Cumming and Woley, as cited by Geldenhuys (2006) noted that basic assumptions are at the deepest level of cultural awareness are taken for granted assumptions about the organization and how problems should be solved. This was in agreement with the above authors; Kinicki and Kreitner (2004), Mullin (2002), Luthas (2009) & Cole (1995).

2.6 Conclusion

This chapter has provided the literature review on the role of organization culture on the organizational performance in Uganda. Actually, the role of organization culture lays a strong foundation for the success of organizations in Uganda since it gives a sense of direction to the members; they are guiding principles of the group's behaviour, and also resolve problems that the group are facing. From this the existing literature provides a foundation on which the research is based. The research has also showed the various gaps in the already written literature

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents or shows a presentation of the methodology to be used in the study. In this chapter, the researcher shows the research design, area of study, study population, sampling procedures, (sample size and sampling techniques), data collection methods and instruments, quality control methods, data management and processing, data analysis, the ethical considerations and the limitation of the study.

3.1 Research Design

In discovering the role of organization culture on organizational performance, the researcher used the triangulation research design which includes both the quantitative and qualitative designs. Under the qualitative method the researcher used the case study method while under the quantitative, descriptive method was adopted in order to find out the role of organization culture on organizational performance in Hill Preparatory School.

The study used a cross-sectional survey design adopting qualitative methodology to a smaller extent and quantitative method. The researcher chose this research design because of its advantages in obtaining data; it is also the simplest and least cost alternative compared to longitudinal Neumann, (2003). According to Neumann (2003), cross sectional research can be explanatory, descriptive or explanatory. Babbie (2007) shares the same views by stating that there are three purposes of social research, exploration, description and explanation each of them with different purposes for the research design. The study was both qualitative and quantitative.

According to Creswell et al. (2003), qualitative research helps in getting an in-depth analysis of the problem under the investigation and qualitative research was applied in order to describe current conditions or to investigate relationships, including effects relationships. In addition, it was to help in answering questions concerning the current state of the subject under study.

3.2 Area of study

The study was conducted from Hill Preparatory School, plot 10-12, lower Naguru East Road P.O.BOX 5908, and Kampala Uganda. I considered it a sufficient choice because; it is my area of interest, the place is more accessible and easy to reach and this in turn it helped me in dodging the expenses that I would have incurred in conducting the study, like transport and time.

3.3 Study population

Population is an entire group of individuals, events, or objects having common observable characteristics. Mugenda and Mugenda, (2003)

The research was conducted at Hill preparatory School as a case study. The organization (school) has a population of 50people, this included the management, employees and residents (those people who sleep within the school but not part of staff).

3.4 Sampling procedures

3.41 Sample size

Since the study population is was 50people according to Hill Preparatory school, the researcher decided to use the entire population. This sample of respondents was selected in regard of Saunders (2007) who emphasizes that collecting the data from a sample which represents the

entire population is a valid alternative when there are constraints on time and it is impracticable to survey the entire population for the research.

The researcher gave out 5 interview guides to management, out of 5 only 4 were interviewed. The researcher also gave out 45 questionnaires to residents, employees and other people from management out of that only 31 questionnaires were filled by the respondents as a way of conducting research and getting information that was used to assess the role of organization culture on the organizational performance in Uganda.

3.4.2 Sampling techniques

A simple sampling technique was used in the selection. The researcher used purposive sampling method while selecting the respondents so as to ensure that accurate information that is relative to the study.

The researcher used cluster sampling in which the entire population of interest was divided into groups according to the different classes within the school and a random sample of these groups was selected and later used to generate the relevant data for the research of how the organization culture of Hill preparatory School plays a role towards the organizational performance.

3.5 Data sources

In the study, both primary and secondary data were used.

3.5.1 Primary data

The required primary data is to be collected from the people within the school that is the employees, residents and management. This was done through administering questionnaires and interview guides with the help of a research assistant.

Respondents are to be guided through the questionnaire to ensure accuracy in the data collection through which the role of organization culture on organizational performance was identified.

3.5.2 Secondary data

The secondary data was collected to support the empirical findings of the study. The secondary data acquitted the researcher with information about the organization culture; this was through use of articles, reports and books so as to establish the performance of the school.

3.6 Data Collection Methods and Instruments

The researcher used the questionnaires, observation, document reviews and interview guides. The interview guide was used in cases where the researcher needs to collect in-depth information needed for descriptive purposes of the research.

3.6.1 Observation

This method was less costly in terms of acquiring accurate information so it was used to determine a few physical indicators of my study like the physical layout of the school, the buildings. Some of the observations were made through frequent visits to the Hill Preparatory School. Through the visits, the researcher was in position to draw up a conclusion as far as the role of organization culture on organizational performance in Hill Preparatory School.

3.6.2 Interviews

The researcher used face to face discussions with the selected respondents using an interview guide. The interview guide focused towards the top management of Hill Preparatory School. These included the head teacher, deputy head teacher, the senior woman teacher and the director of studies. All these were interviewed independently one after the other.

The object is to find out the role played by organization culture towards organizational performance in Hill Preparatory School. In the study, the researcher used general interview guide approach. This approach was intended to ensure that the same general areas of information are collected from each interviewee. This however provided more focus and allowed a degree of freedom and adaptability in getting information from the respondents.

3.6.3 Questionnaires

This method was designed and administered by the researcher to facilitate the collection of appropriate data. The researcher used the questionnaires to obtain information from the employees of Hill Preparatory School both teaching and non-teaching staff residents and a few members some members from the management. There was some information that not everyone could give out to the researcher and since the questionnaires do not need the interviewees to mention their names, the respondents were encouraged to participate and fully express their feelings. These questionnaires consisted of closed aided questions and a few open ended questions for the respondents to express their feelings and also to get a better understanding of the opinions from the respondents. The researcher supplied 45 questionnaires to the different respondents.

3.6.4 Document review

The secondary data was collected through reviewing documents. The researcher reviewed the school magazines, and the school reports. This was done so as to get more detailed information about the case study that is significant to my study.

3.7 Quality control methods

This includes the validity and reliability of data as explained below;

3.7.1 Validity

It refers to the truthfulness of the findings. It also ensures that data collected represents a true picture of what is being studied.

Copies of the questionnaire consisting the objectives of the study were given to two employees or population target to find out whether the instruments measured what it was meant to measure and also check on the phrasing, understand ability and wording of statements. The degree of truthfulness was measured by the use of face validity where by the researcher made conclusions that what was to be measured has been successfully measured.

3.7.2 Reliability

This is the degree to which a measure of concept is stable. The researcher adjusted the sequence of questions and gives them to respondents on separate occasions to ensure reliability of the information given.

Reliability is also a measure of the degree to which a research instrument yields consistent results data after repeated results (Chronbach, 1953). In this study, quality control was done by

carrying out a pre-test of the questionnaire on the respondents to test the reliability using Chronbach's alpha coefficient.

3.8 Measurement of variables

The independent variable is organization culture and the dependent variable is organizational performance in Uganda. A structured standard questionnaire was used. The tool was to solicit responses on a five (5) - point Likert scale with the following verbal anchors: strongly disagree, disagree, not sure, agree and strongly agree.

Organization culture was measured using dimensions of Artifacts, Espoused values and Basic assumptions. Organization performance of the school was measured basing on turnover, market share, and quality.

3.9 Data analysis and presentation

The researcher carried out data analysis after proper preparation the gathered data from the respondents. This was however done after collecting data and with concerned key issues such as; incomplete questionnaires, checking questionnaires, sorting out, editing data, reducing the collected data into usable information through the use a data analysis software called SPSS(Scientific Package of the Social Sciences) version 16.

This was done to avoid "garbage in garbage out" slogan. The tools of data collection were questionnaires which were analyzed by use of SPSS using presentation of figures and tables. The data was then presented in a tabulated form through putting together the coded data into tables for statistical analysis so as to reduce frequencies into percentages using SPSS for quantitative data, followed with explanations to show responses to employees.

In the process of data analysis, the researcher gave his personal opinion in line with the reviewed literature in chapter two, magazines to support the findings of the study.

3.10 Ethical considerations

The researcher complied with all the ethical considerations of the research so as to avoid going against the generally agreed standards of conducting research. The researcher was expected to gather data without bribing the respondents avoid plagiarism but rather let every respondent answer at his or her own without any coercion. This was evident and ethical firstly, the researcher is expected to have a letter of permission to the area of study, and the respondent has to be given a good work ground on what the research is about and their participation in the study will be requested for. Confidentiality was also practiced; this was through keeping the information given by the respondents confidential and also disseminating the findings of the research.

3.11 Limitations of the study

The period of study was too short. Therefore it was not possible for the researcher to cover all the specific objectives that were intended to be studied; in addition to that the relevant information was not provided from the suggested sources. However this was solved by using the multi method of research approaches.

The sample size was too small, and therefore it made it difficult to provide all the relevant information that was required, this was also overcome by use of the multi method of research approaches.

The wrong design was used to carry out the study; this was however solved by consulting vary widely from different sources.

3.12 Conclusion

This study was generally both qualitative and quantitative as observed from this chapter. This chapter has provided a highlight on the appropriate methods and techniques of data collection and the methodology of data analysis, interpretation and presentation. The other highlighted issues are the ethical considerations and limitation of the study. The researcher used questionnaires and interview guides as a method of collecting data from the respondents. The researcher also used document reviews and observing the ongoing operation of the daily activities as another way of gathering information.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This study sets out to examine the role of organization culture on the organizational performance in Uganda. The findings were got from Hill Preparatory School as a case study.

In this chapter, the researcher presents the biographical data and the results of the study in relation to the objectives as presented in chapter one. The researcher used both the quantitative and qualitative methods of data collection to come up with the findings.

The researcher designed questionnaires and interview guides in order to carry out the research adequately. The researcher distributed 45 questionnaires out of which 31 were returned and 5 interview guides out of which 4 interviews were made.

The results of the study are highlighted in this chapter in relation to the study objectives, the demographic elements of the respondents are highlighted in relation to the findings of the different questions answered by the respondents.

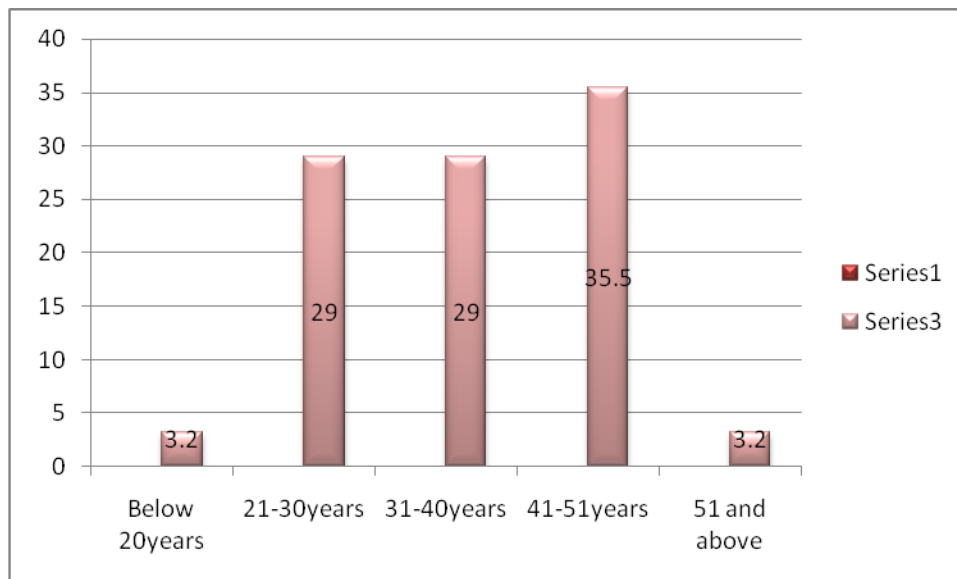
4.1 Age Group of the Respondents

Table 4.1, showing age group

Years	Frequency	Per cent	valid percent	cumulative percept
Below 20years	1	3.2	3.2	3.2
21-30years	9	29.0	29.0	32.3
31-40years	9	29.0	29.0	61.3
41-51years	11	35.5	35.5	96.8
51 and above	1	3.2	3.2	100.0
Total	31	100.0	100.0	

Source: primary data, 2015

Figure 4.2, showing age group



Source: primary data, 2015

According to the above data obtained from the questionnaire provided in table 4.1, it was discovered that the greatest number of employees is between the ages of 41-50 that is 11(35.5%). This was followed by the employees aged between 21-30 and 31-40 are the same with 9(29.0%). The researcher also discovered that the employees below 20years and those of 51 and above are the least employed with 1(3.2%).

This indicates that the management of Hill Preparatory School recruits employees from all age groups which allow generation of new ideas within the school though they recruit greater percentage of those between 41-50 since they are perceived to be more experienced in the field.

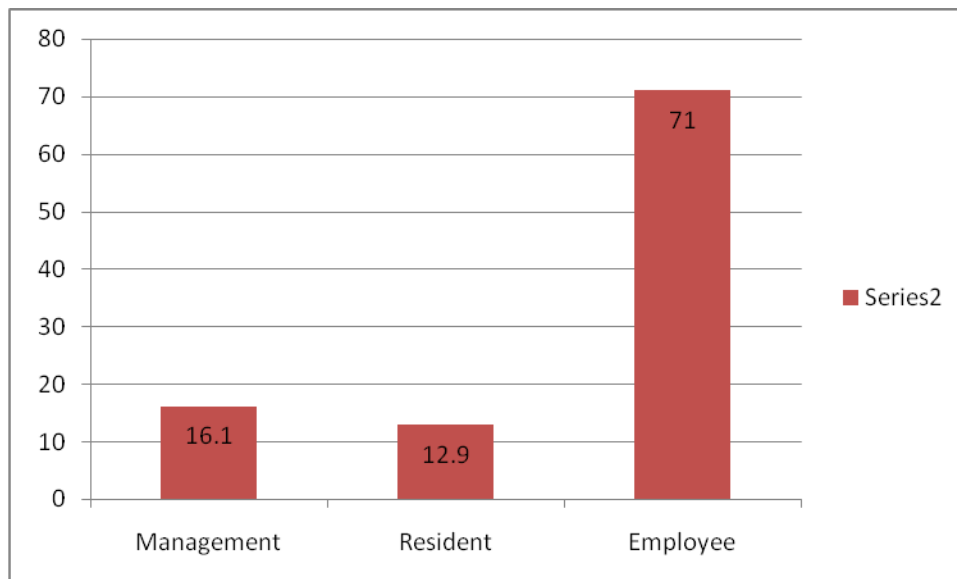
4.2 Position of the respondents

Table 4.3, Position of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Manageme nt	5	16.1	16.1	16.1
Resident	4	12.9	12.9	29.0
Employee	22	71.0	71.0	100.0
Total	31	100.0	100.0	

Source: primary data, 2015

Figure 4.2, Position of the respondents



Source: primary data, 2015

Table 4.2.above clearly shows that 5(16.1%) of the respondents hold a position from management, 22(71.0%) are employees and 4(13.0%) are residents. This implies that the respondents included all employees, managers and respondents though the largest numbers of respondents were employees.

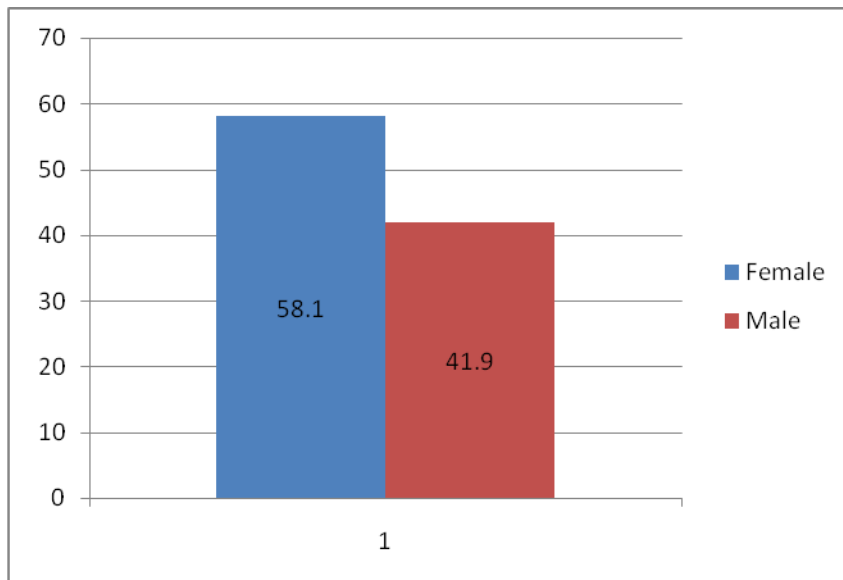
4.3 Gender of the respondents

Table 4.4, showing gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	18	58.1	58.1	58.1
Male	13	41.9	41.9	100.0
Total	31	100.0	100.0	

Source: primary data, 2015

Figure 4.3, showing gender



Source: primary data, 2015

During the research, the researcher discovered that out of the total number of employees that answered the questionnaire 13(41.9%) were male and 18(58.1%) were female. The findings indicate that there were many females who took part in this research than the male. Majority of the staff members of the institution are female as compared to the male staff members

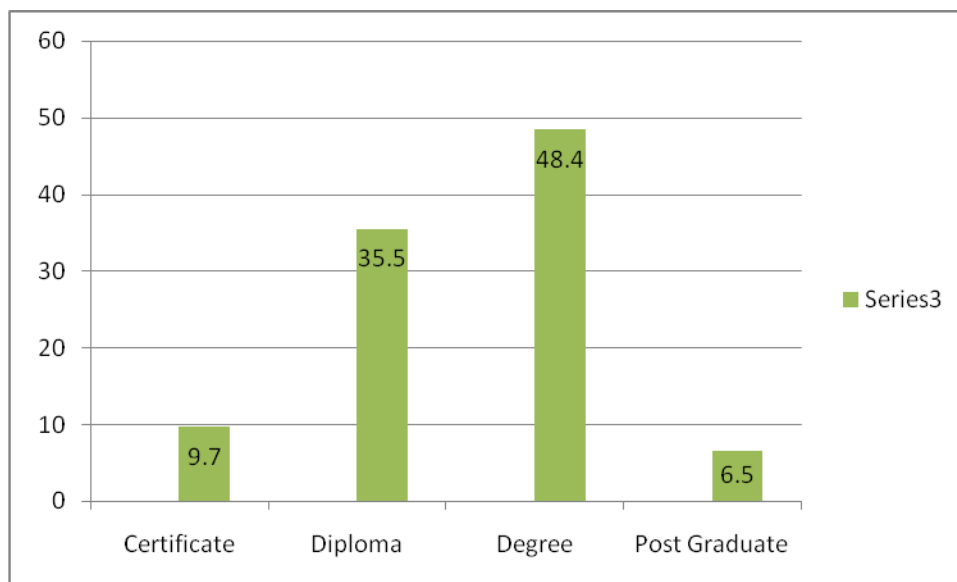
4.4 Level of education

Table 4.5, Level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Certificate	3	9.7	9.7	9.7
Diploma	11	35.5	35.5	45.2
Degree	15	48.4	48.4	93.5
Post Graduate	2	6.5	6.5	100.0
Total	31	100.0	100.0	

Source: primary data, 2015

Figure 4.6, Level of Education



Source: primary data, 2015

According to table 4.4 respondents indicated that they had different education levels unlike doctorate. The greatest number of the respondents that is 15(48.4%) had attained a degree, while those who attained a diploma were 11(35.4%), these were followed by those who attained a certificate who were 3(9.7%) and those with a post graduate were the least with 2(6.5%).

This implies that the management of Hill Preparatory School recommends more people at a degree level qualification while recruiting. This is evidenced with the highest percentage of respondents having degree qualifications.

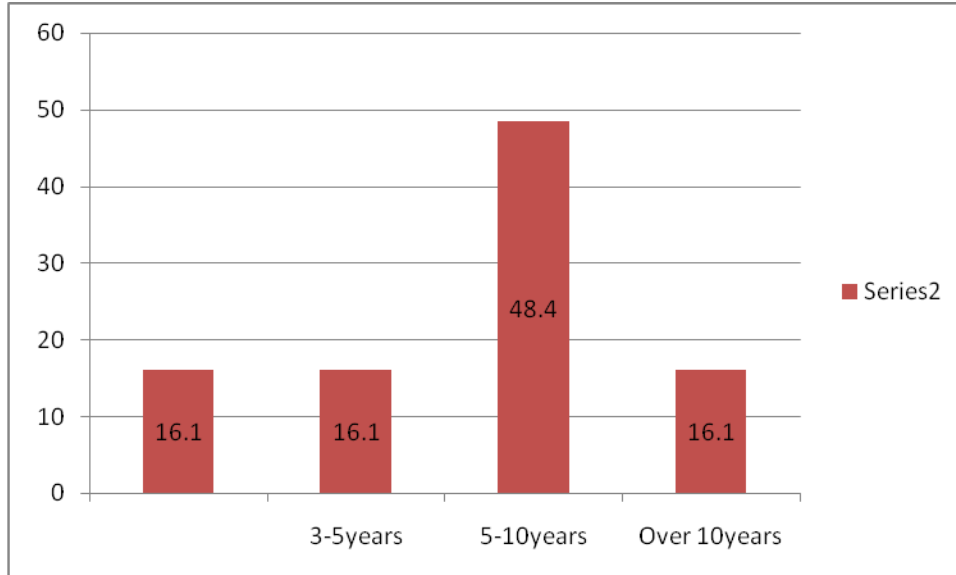
4.5 Duration worked by the respondents in the school

Table 4.7, showing duration worked by the respondents in the school

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 2years	5	16.1	16.1	16.1
3-5years	6	16.1	19.4	35.5
5-10years	15	48.4	48.4	83.9
Over 10years	5	16.1	16.1	100.0
Total	31	100.0	100.0	

Source: primary data, 2015

Figure 4.5, showing duration worked by the respondents in the school



Source: primary data, 2015

From the research carried out as indicated in table 4.5, the number of respondents below 2 years are 5(16.1%), while the category of 3-5 years were 6(19.4%), those in the category of 5-10 years were 15(48.4%) and lastly respondents over 10 years were 5(16.1%).

However most respondents were in the category of 5-10 years, this indicates that they had taken many years in the school, this state shows that the employees love their organization and what they do.

4.1.0 The role of artefacts on organizational performance

This is the first objective of the study and, it was intended to specifically achieve or establish its role towards the organizational performance. The analysis was based on the descriptive statistics (Mean and Standard deviation). Details of which was based on table 4.6 below.

Artefacts are referred to as the observable symbols and signs of an organization's culture, as stated in chapter two. To have an understanding of the role played by the artefacts towards the

organizational performance, questionnaires that availed different questions were given to respondents and the findings are shown in the tables below.

Table 4.8, showing findings on the role of artifacts on organizational performance

	N	Minimum	Maximum	Mean	Std. Deviation
Organization symbols	31	2	5	4.16	0.779
Physical layout of the organization work place	31	1	5	3.94	1.031
Organization artifacts and its effectiveness	31	2	5	4.10	0.651
Love for the organization by the respondents	31	1	5	3.87	0.922
Ceremonies as formal events	31	3	5	4.29	0.529
Top management offices in a separate building from other employees	31	1	5	2.29	1.616
Stories and legends serving as powerful social prescriptions	31	1	5	3.74	0.729

Source : Primary data, 2015

4.1.1 Organizational symbols

On whether the organization has symbols, in this table 4.6, the mean is 4.16 as indicated which shows most respondents seem to agree with the statement. However, there were just a few

respondents who seem to represent different views on this particular statement as indicated by the standard deviation which is 0.779.

This concludes that the organization has symbols which show what the organization stands for. These symbols are important because they show the organization's identity and it's also a way of advertising the organization.

The largest number of respondents agrees and strongly agreed that the organization has symbols, this is in support of Glinow and McShane (2008) who defined Artefacts as observable symbols and signs of an organization's culture.

4.1.2 The physical layout of the work place

In relation to the above findings in table 4.6, the mean is 3.94, this indicates that the greatest number of respondents with greed that the physical layout of the work place is vital in enhancing employee performance. This is because an organization with a proper physical layout leads to easier supervision and monitoring of the on-going activities within the organization. The proper physical layout also attracts clients in such a way that it's a vetting mechanism since clients have a perception that the most organized organizations are the most efficient. However the respondents seem to represent different views on this particular statement as indicated by the standard deviation which is 1.031. This could suggest that the respondents perceive this statement on physical layout differently. In line with the findings, Gagliardi (1990) argues that one's response to physical artefacts such as building and office layouts can lead to the identification of major image and root metaphors that reflect the deepest level of the culture which would affect the performance of the organization.

4.1.3 Effectiveness and efficiency

The above findings in table 4.6 indicates that the mean is 4.10, this however means that the largest number of respondents agreed with the statement that the organization artefacts lead to effectiveness and efficiency in relation to performance since most of the respondents were in agreement with the statement.

One of the respondents during the interview stated that these artefacts like sign post, school van, buildings uniforms have led to increment of pupils in the school and they have also lead to the gradual development of the school hence generating performance. However the standard deviation is 0.651 which shows that some respondents perceive this statement on effectiveness and efficiency differently. These findings concur with Lewis et.al (1995) in chapter two, that these artefacts support and reinforce the organizations, hidden ideologies, shared value systems and norms.

4.1.4 Owning the organization at heart

The above table 4.6 the mean is 3.87, this illustrates that the largest number of respondents agreed that the employees own their organization at heart in all that they do to sustain it. The importance of employees owning the organization at heart creates an environment where there is efficiency and effectiveness which aids performance. However the standard deviation is 0.622 , this shows that some respondent perceive this statement on owning the organization at heart differently These findings correspond with the work of McShane (2009) in chapter two who denotes that these Artefacts assist the sense making system, help employees understand organizational events. They can get on with the task at hand rather than spend time trying to figure out what is expected of them. Employees can also communicate more efficiently and

reach higher levels of cooperation with each other because they share common mental models of reality.

4.1.5 Organization ceremonies are used as formal events

As regards to the table 4.6 above the mean is 4.29 thus majority of the respondents agreed to the statement that organization ceremonies are used as formal events. This generally indicates that the organization ceremonies are used as formal events since it's evidenced that the largest number of respondents are in agreement. These ceremonies however motivate employees to work harder so as to get recognized, this is because it then leads to increase in performance within the organization. . The standard deviation is 0.529 which shows there is a closed deviation as respondents seem to view different opinions according to this particular statement.

In support of this during the interview, some of the respondents stated that ceremonies are carried out to celebrate success and it's also a way of giving feedback to their customers. However these findings conquer with Glinow and McShane (2009) who stated that ceremonies as artefacts potentially convey meaning about the company's culture and the organizational performance.

4.1.6 The top management works in separate buildings

From the table 4.6, the mean is 2.29. This means that a few of the respondents seem to agree whether the top management works in separate buildings from the other employees of the organization. The importance of top management working in separate buildings is that supervision and monitoring becomes easy. This means that it is cost efficient which is required for efficient performance. However the standard deviation is 1.616 as some people disagree with the information thus have different views about the statement.

4.1.7 Stories and legends

The question whether stories and legends serve as powerful social prescriptions of the way things should or should not be done, according to the above table 4.6, the mean is 3.74. This indicates that majority of the respondents agreed with the statement. The importance of these stories and legends is that they create an acceptable behaviour in an organization; they also provide employees with a certain sense of direction in line with the stories and legends. The standard deviation is 0.729 as some people don't agree with the information thus have different views about the stories and legends.

In addition to that, McShane (2009) in chapter two argues that these stories and legends provide human realism to individual performance standards and use role models to demonstrate that organizational objectives are attainable, they are also prescriptive, and they advise people what to do or not to do.

4.2.0 The role of espoused values on the organizational performance

This was one of the research objectives of the study, it is the second objective of the study and it was specifically achieve the role of espoused values on organizational performance. The analysis was based on descriptive statistics and the details are in table 4.7.

However in chapter two, espoused values have been referred to as the guiding principles of the group's behaviour, irrespective of whether they are right or wrong or whether they include the values that ought to be in the organization, Denison.

Table 4.9, showing findings of the role of espoused values on the organizational performance

	N	Minimum	Maximum	Mean	Std. Deviation
A list of espoused values	31	1	5	4.10	0.700
Shared values and efficiency in the organization	31	3	5	4.00	0.516
Shared values as key in guiding employee behaviors	31	4	5	4.32	0.475
Organization values in resolving conflicts within the organization	31	3	5	4.16	0.583
Organization values shared by employees of the organization	31	1	5	4.03	0.836
Organization holds to its espoused values over time	31	1	5	3.87	1.088

Source: Primary data, 2015

4.2.1 List of espoused values

As illustrated above table 4.7, whether the organization has a list of espoused values, it is evidenced that the mean is 4.10. This shows that majority of the respondents agreed, this is clear evidence that the organization has a list of espoused values. These values are very important towards the operation of the organization activities, which creates a high level of efficiency and effectiveness within the organization. This in turn generates better performance within the

organization. In support of this some of the respondents argued out during the in the questionnaire that these espoused values give the organization a sense of direction, they also guide employees on what to do, one of the respondent added that members need to be reminded time to time these espoused values in order to achieve its objectives. While the standard deviation is 0.700 simply means some of the respondents might not be sure as others have different opinions about the list of basic assumptions within the organization. However this was also in support of Denison's definition in chapter two who defined espoused values as the guiding principles of a group's behaviour.

4.2.2 Shared values and Efficiency

From the table 4.7, the mean is 4.00 which means that the majority of the respondents seem to agree that their shared values lead to efficiency in their organization respondents. This means that the organization values lead to efficiency. In support of that, most of the respondents who were interviewed stated that when they have set objectives, they will always strive for the most efficient way or method of achieving them, they also initiate the way of conduct of the employees towards their performance, and one of the respondents also stated that there is order and respect within the organization. However the standard deviation is 0.516 thus there is a closed deviation as some respondents are not sure on the shared values and efficiency within the organization. In line with the above findings, Lee and Yu in chapter two claimed that the superior performance and effectiveness can be observed when culture is widely shared among employees.

4.2.3 Shared values are a key in guiding employee behaviour

In respect with the table 4.7, the respondents seemingly agree that shared values are a key in guiding employee behaviour as the mean is 4.32. These responses are evidence that show that the values are a key in guiding employee behaviour. Some of the respondents, noted that the espoused values are good because they are guidelines to the expectations of the organization, one of the respondent stated that these values are like a company that always points out and directs employees on what they should do .However the standard deviation is 0.475 which is a closed deviation thus people have different opinions though closely related. These findings concur with Hit, Black and Porter in chapter two, who note that values guide behaviour, enduring beliefs about specific ways of conducting business that have an effect towards the performance of the organization.

4.2.4 Organization values are vital in resolving conflicts

The table above, 4.7, the mean is 4.16. This clearly shows that the largest number of respondents agreed to whether the organization values are vital in resolving conflicts within the organization, This means that the organization values are vital in solving conflicts within in the organization since it is evidenced that the majority of the respondents agreed, this was also supported by some of the respondents during the interviews who argued out that these values help an individual pre-empt the conflict before it comes, one of the respondents added that if these values are well laid, the employees who may go astray can easily be brought back, besides the culprits can be aware of their mistakes before the conflict is addressed. However in this particular statement as indicated by the standard deviation which is 0.583, this could suggest that the respondents perceive the statement differently.

These findings were however in line with Denison's views in chapter two who stated that values reflect the member's preferred means of resolving the problems that the group is facing. Mullin (2010) also adds that cultural learning reflects someone's original values; solutions about how to deal with a new task, issue, or problem within the organization are based on convictions of reality.

4.2.5 Organization values are shared by the employees of the organization

From the table 4.7, the mean is 4.03 which show the respondents seem to agree with the organization's values being shared by the employees of the organization which is clear evidence that the shared values are shared by the employees of the organization. The more employees share and accept core values, the stronger the culture is and the more influential is it on behaviour, and thus are likely to perform tasks in a manner that is consistent across the organization. However the standard deviation is 0.836 which indicates that some respondents don't agree with the statement. In addition to that, Handy, in chapter two states that work is performed out of enjoyment of the activity for its own sake and out of concern and respect for the needs and values of the other people involved. The importance of values to be shared among employees of the organization is that it promotes, cooperation, harmony among members and the smooth running of the activities within the organization, this however generates efficiency and effectiveness which aids performance.

4.2.6 Organization holds to its espoused values

As illustrated above in table 4.7, that the organization holds to its espoused values over time regardless of the available situation. The mean is 3.87; this indicates that the greatest number of respondents agreed. According to the above findings it is evident that most of the respondents

were in support of the statement. However the standard deviation is 1.088 thus there is closed deviation which there was respondents with different opinions. In support of that most of the respondents during the interview stated that they are not biased by any situation that may arise, they still hold to their values, they just find better ways of doing their activities so that their stated values can be achieved. It is very important for an organization to stand by their stated values, regardless of the available situation, this shows that the organization has respect for its values, it has a sense of direction and it also prevents the organization from practicing malpractices like cheating so as to improve performance but rather produce genuine results.

4.3.0 The role of basic assumptions on the organizational performance

This was the third objective; the questionnaire had a set of questions to address the objective.

According to chapter two and one, basic assumptions are referred to as beliefs that have worked so well in the past that they are considered the correct way to think and act towards the problems and opportunities.

Table 4.10, showing findings on the role of basic assumptions on the organization performance

	N	Minimum	Maximum	Mean	Variance
Organization list of basic assumptions	31	1	5	3.71	1.213
Organization basic assumptions embraced by all employees	31	1	5	2.42	3.052
Basic assumptions that dictate employee's behaviour and attitudes	31	1	4	3.42	1.318
Basic assumptions that are long lasting and difficult to change	31	1	5	3.61	1.712
Employee's action on basic assumptions than questioning the validity	31	1	5	3.55	1.789

Source: Primary data, 2015

4.3.1 List of basic assumptions

The above table 4.8, represents a mean of 3.71. This clearly shows that the largest number of respondents agreed that the organization has a list of basic assumptions. The above findings show that the organization has a list of basic assumptions. However the standard deviation is 1.213 thus there is closed deviation which there was respondents with different opinions. According to Schein these basic assumptions determine how group members perceive, think and feel. According to the responses from the interviews, the respondents proved to have a list of basic assumptions since they had knowledge of what they are. In addition, it was noted that they not only determine employees' behaviour but also determine performance; this was in support of Schein's statement in chapter two.

4.3.2 Organization basic assumptions understood and embraced by all employees

The respondents gave their responses whether the basic assumptions are understood and embraced by all employees. However, from the above findings in table 4.8, the mean is 2.42 this implies that a few respondents agreed that the basic assumptions are understood and embraced by all employees, it was also noticed that during the interview, some of the respondents argued out that some members care less about these basic assumptions. This has however affected the culture of the organization, hence hindering the growth in performance of the organization. However the standard deviation is 3.052 as some respondents were not in agreement with the information and others don't know. As such may have different views about the statement. In addition, Hit, Black, Porter, in chapter two argue out that, without an understanding of assumptions, a number of mistakes in trying to comprehend changes may arise.

4.3.3 Basic assumptions dictate employee behaviour and affect employee attitudes

According to the above findings in table 4.8 the mean is 3.42, this clearly shows that most of the respondents agreed that the basic assumptions dictate employee behaviour and affect employee attitudes. While the standard deviation is 1.318 which means some of the respondents might not know as others have different opinions about the statement.

The above findings of the study concur with Colquitt, Lepine, and Wesson as noted in chapter two, who note that whatever a company's underlying assumptions are, its beliefs are those that are most likely to dictate employee behaviour and affect employee attitudes in relation to the performance of the organization. This means that the organization should rely on them to guide their perceptions and behaviours.

4.3.4 Basic assumptions are long lasting, and difficult to change

Each of the respondents gave responses on whether basic assumptions are long lasting, and difficult to change according to the above findings in table 4.8, the mean is 3.61 it is however evidenced that majority of the respondents agreed. This generally means that the basic assumptions of the respondents are long lasting. The members of the management stressed that most of their basic assumptions have been long lasting and difficult to change, whereas some few have seen changes according to validity and circumstances. While the standard deviation is 1.712 which means some of the respondents might not be sure as others have different opinions about the statement. The findings have been in support of Cole, who stated that once these assumptions have become rooted, they are extremely difficult to change. This however provides an anchorage and stability necessary for a coherent culture to emerge and flourish.

4.3.5 Employees simply act on basic assumptions rather than questioning the validity

According to the above table 4.8 the mean is 3.55, with the above, responses it's clear that the majority of the respondents agree that the employees simply act on basic assumptions rather than questioning the validity of the assumptions. While the standard deviation is 1.789 which means some of the respondents might not be sure as others have different opinion about the statement.

This was in line with Colquitt, Lepine and Wesson, they denote that beliefs and philosophies are so ingrained that employees simply act on them rather than questioning the validity of their behaviour in a given society.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This final chapter includes the finding of the research in the previous chapters. They are presented in sections of the summary of findings, conclusion, recommendations and lastly the suggestions for the further research. This research was carried out following the culture of Hill Preparatory School. The research sets out the role of organization culture on the organization performance in Uganda.

5.1 Summary of the findings

The findings revealed that the greatest number of employees is between the ages of 41-50 that is 35.5%. It was noted that 16.1% of the respondents held a position from management, 71.0% are employees and 13.0% are residents. The researcher discovered that largest number of employees attained a degree or a diploma that is 48.4% and 35.4% respectively. It was revealed that most of respondents 48.4% had spent a period of 5-10 years in the organization as compared to 16.1% who were below 2years.

Research objective one: the role of artifacts on the organization performance

The first question was on whether the organization has symbols, it was revealed that majority of the respondents agreed as shown in table... majority of the respondents agreed that the physical layout of the organization is vital in enhancing employee performance. The respondents were asked whether the organization artifacts lead to efficiency and effectiveness in relation to

performance majority of the respondents agreed. On the issue of whether the employees own their organization at heart in all that they do to sustain it, the largest number of respondents agreed. The respondents were asked whether the organization ceremonies are used as formal events majority of the respondents agreed. On whether the top management works in separate buildings from the other employees of the organization, most of the respondents disagreed as compared to those who agreed. Majority of the respondents agreed on whether the stories and legends serve as powerful social prescriptions of the way things should or should not be done.

Research objective two: the role of espoused values on organization performance.

On the issue of whether the organization has a list of espoused values, the largest number of respondents agreed .when the respondents were asked on whether shared values lead to efficiency in an organization, the largest number of respondents was in agreement. Majority of the respondents agreed that the shared values are a key in guiding employee behaviour. The respondents were asked whether the organization values are vital in solving conflicts within in the organization majority of the respondents agreed. The largest number of respondents agreed on whether shared values are shared by the employees of the organization. On the view whether the organization holds to its espoused values over time regardless of the available situations, majority of the respondents agreed.

Research objective three: the role of basic assumptions on the organizational performance.

On assessing whether our organization has a list of basic assumptions, majority of respondents disagreed. The respondents were asked whether organizational basic assumptions are understood and embraced by all employees, according to chapter four, the largest number of respondents

disagreed with the statement. Majority of the respondents agreed that the basic assumptions dictate employee behaviour and affect employee attitudes.

In response to whether basic assumptions are long lasting and difficult to change, the greatest number of respondents agreed with the statement. When the respondents were asked that employees simply act on basic assumptions rather than questioning the validity of these assumptions, majority of the respondents agreed.

5.2 Conclusions

This research conducted on the role of organization culture on the organization performance in Uganda concludes that organization culture plays an important role towards the performance of organizations in Uganda like Hill Preparatory School.

It has however been noted that a school or any other business needs organization structure so as to effect performance. In addition to that culture is the key to good performance, this is in support of Magee, (2002), that without considering the impact of organization culture, organizational performance could be counterproductive because the two are interdependent and change in one will impact on the other.

The study however concludes that the organization has got Artifacts. It was noted that these Artifacts are vital for growth in relation to performance since they lead to increment of pupils and employees to join the organization. It has also been discovered these artifacts are not followed by both the pupils and employees which in turn affects their impact towards performance.

The study concludes that the organization has got espoused values. It was noted that these values give a sense of direction to the employees and the organization at large. It was also noted that these values are guidelines to the expectations of the organization.

It has also been discovered that some of the respondents did not know the organization values; this in turn affects the performance of the organization.

The study concludes that the organization has basic assumptions. It has been noted that these assumptions not only determine employees behaviour but also determine performance. They also set the employees to be well focused on their operations. It has however been discovered that these basic assumptions are not understood and embraced by all employees. It was also noted that most employees are not aware of these assumptions and others care less about them, this has greatly affected the performance of the organization.

5.3 Recommendations

Organizations must be driven to engaging organization culture in their activities so as to compete with the emerging organizations in an effective and efficient way while keeping the values uphold. Therefore it is better for organizations to emphasize and put into action their cultures so as to improve performance.

As regard to the Artifacts, there is still need for these Artifacts to be emphasized. This could be done through having a clear list of organization Artifacts stipulated to employees so that they are aware of them and can easily instil them among the clients. It is better for the top management to work in a separate building from the other employees of the organization so as to promote secrecy of important information.

As regard to the espoused values, members need to be reminded time to time the espoused values in order for the organization to achieve its objectives. The organization must ensure that these values are communicated to the concerned stakeholders so as to give them an understanding of what the organization stands for.

A list of these espoused values should be provided and put up in the most accessible places like library, class rooms, and offices. It was noted by most of the respondents that they do not have copies of these values since most of them could hardly least them; this hence makes implementation and performance difficult.

As regard to the basic assumptions, members need to be eradicated on what basic assumptions are, and their importance towards the performance of the organization since most of the respondents seemed not to do know them. These assumptions need to also be listed and communicated to the concerned parties.

The organization and the entire departments should ensure that the organization culture is properly followed and communicated so as to affect performance since it provides a framework for achieving a competitive advantage.

5.4 Suggestion for further research

Given the limited time for carrying out this research, the researcher suggests that further research be carried by different institutions on this topic so as to address the role of organization culture, the influence of management on organization culture.

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APPENDIX I: RESEARCH QUESTIONNAIRE

Questionnaire for Management, Employees and Residences.

I am Kabalimba Priscilla Linda, a student of Uganda Martyrs University pursuing a degree in Business Administration and Management. I am conducting a research on the topic of “The role of organization culture on organizational performance in Uganda” with a specific reference to Hill preparatory school as a case study.

Kindly fill this questionnaire, it will be of great importance for the progress of this research, and the information you provide will be strictly used for academic purposes only.

The highest level of confidentiality and anonymity will be used to protect the information you give.

Kindly fill in this questionnaire as you answer the questions.

Thank you for your corporation.

PART A: General Information

Please tick only one option in the appropriate box or write in the space provided.

1. Please tick to indicate the age group in which you belong.

Below 20years	21-30years	31-40years	41-50years	51 and above

2. Position: (Please tick the appropriate box)

Management

Resident

Employee

3. Gender: Female

Male

4. Level of Education

Certificate	Diploma	Degree	Post Graduate	Doctorate

Others (Please specify).....

5. How long have you worked with the school.

Below 2 years	3-5years	5-10years	Over 10years

--	--	--	--

PART B

Answer the following statements by ticking the appropriate response basing on the scale below.

Number	1	2	3	4	5
Representing	Disagree	Strongly disagree	I don't know	Agree	Strongly agree

6. Overview on artifacts of the Organization

Artifacts (*These are the observable symbols and signs of an organization's cultures*)

	1	2	3	4	5
I. Our organization has symbols (<i>These show what the organization stands for.</i>)					
II. The physical layout of our workplace is vital in enhancing employee performance.					
III. The organization Artifacts lead to effectiveness in relation to performance.					
IV. Our employees own the organization at heart in all that they do to sustain it.					
V. Our organization ceremonies are used as formal events.					
VI. Our top management works in separate buildings from the other employees of the organization.					
VII. Our stories and legends serve as powerful social prescriptions of the way things should or should not be done.					

VIII. Please comment on your overall view of the artifacts.

.....

.....

7. Espoused values of the Organization

Espoused values (*These are the guiding principles of a group's behavior*)

	1	2	3	4	5
I. Our organization has a list of espoused values.					
II. Our shared values lead to efficiency in our organization.					
III. Our shared values are key in guiding employee behaviors.					
IV. The organization values are vital in resolving conflicts within the organization.					
V. Our organization values are shared by the employees of the organization.					
VI. Our organization holds to its espoused values over time regardless of the available situations.					

VII. Please comment on your overall view of the Espoused values.

.....

.....

8. Basic Assumptions of the Organization

Basic Assumptions(*These are beliefs that have worked so well in the past that they are considered the correct way to think and act towards the problems and opportunities.*)

	1	2	3	4	5
I. Our organization has a list of basic assumptions					
II. Organization basic assumptions are understood and embraced by all employees.					
III. The basic assumptions dictate employee behavior and affect employee attitudes.					
IV. Our basic assumptions are long-lasting and difficult to change.					
V. Our employees simply act on basic assumptions rather than questioning the validity of these assumptions.					

VI. Please comment on your overall view of the Basic assumptions.

.....

.....

Thank you so much for being helpful in this research.

APPENDIX II: INTERVIEW GUIDE

1. Job title?
2. What are your organization symbols that show what the organization stands for?
3. How do those symbols affect the performance of your organization?
4. Why do you carry out ceremonies in your organization?
5. How do those ceremonies reflect the organizational performance?
6. What are your organization espoused values?
7. How do these espoused values lead to efficiency in your organization?
8. How are the organization espoused values vital in solving conflicts within the organization?
9. Does your organization hold to its over time espoused values regardless of any prevailing situation?
10. What is the employees' reaction towards the basic assumptions of the organization?
11. How do these basic assumptions affect the employee attitudes within the organization?
12. Are these basic assumptions long- lasting?
13. How easy are they to change?

APPENDIX III: INTRODUCTORY LETTER

Uganda
Martyrs
University



making a difference

Office of the Dean
Faculty of Business Administration and Management

Your ref.:
Our ref.:

Nkozi, 10th December, 2014

To Whom it may Concern

Dear Sir/Madam,

Re: Assistance for Research:

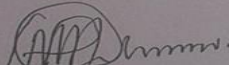
Greetings and best wishes from Uganda Martyrs University.

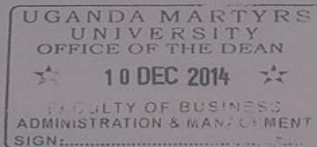
This is to introduce to you Kabalimba Pisella Lida who is a student of Uganda Martyrs University. As part of the requirements for the award of the Degree of Bachelor of Business Administration and Management of the University, the student is required to submit a dissertation which involves a field research on a selected case study such as a firm, governmental or non governmental organization, financial or other institutions.

The purpose of this letter is to request you permit and facilitate the student in this survey. Your support will be greatly appreciated.

Thank you in advance.

Yours Sincerely,

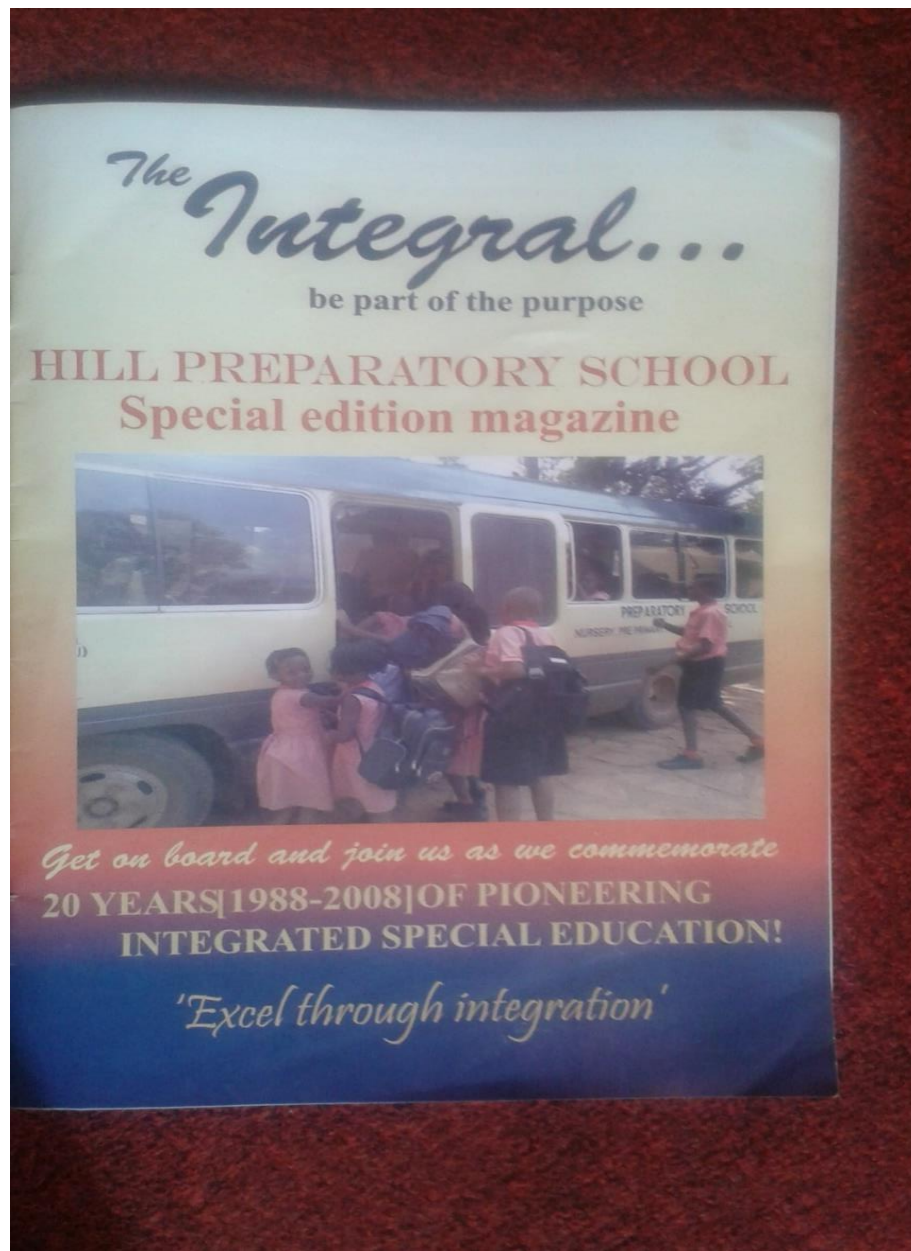

Moses Kibrai
Dean



APPENDIX IV: PICTORIAL



APPENDIX V: PICTORIAL



APPENDIX VI: PICTORIAL

- Music lessons.
- Computer training.
- Apprenticeship, referrals and placement.
- Research and library services.
- Parent training.

Objectives of Special Programmes.

Applied Knowledge in Education Assessment
and therapy

Setting Individual Educational Programs

Career identification and development

Curriculum modification

Practical Teacher Training

To understand life patterns and self
sustainability

To develop a demonstration model of teaching.

Way Forward for special projects.

The goal is to expand the programmes within
and beyond the school. This year the school
intends to complete the swimming pool and