

**ORGANIZATIONAL CULTURE AND EMPLOYEES PERFORMANCE IN
UGANDA NATIONAL DRUG AUTHORITY TORORO**

SALUME AJORE

WS/MUC/BBA/060

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF BACHELOR OF BUSINESS
ADMINISTRATION OF UGANDA CHRISTIAN UNIVERSITY**

October, 2024



**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

DECLARATION

I AJORE SALUME hereby declare that the information contained in the research report is my original work and has never been submitted by any one for any award to any institution of higher learning.

Signature: *Shume*

Date: *20/06/2024*

APPROVAL

This is to certify that this research report has been written under my guidance and supervision and it is now ready for examination.



Signature:

Date: **20/08/2024**

MR MAENA DANIEL (University Supervisor)

DEDICATION

As a student of Bachelor of Business Administration at Uganda Christian University, I dedicate this research report to my beloved family and my late mother - Jael Kayema Aswa. The unwavering support and the enduring values instilled in me by my late mother have been my guiding light throughout this academic journey. This report is a tribute to your love, encouragement, and profound influence in my pursuit of knowledge and growth in business administration.

ACKNOWLEDGEMENT

Firstly, I extend my sincere gratitude to Mr. Maena Daniel, my dedicated supervisor, whose guidance and mentorship have been invaluable throughout this research journey. Your expertise and insightful feedback have significantly enriched this study organizational culture and employee performance at Uganda National Drug Authority Tororo. Your unwavering support and encouragement have motivated me to strive for excellence in every aspect of this endeavour.

I also want to express my heartfelt appreciation to Hillary M., whose friendship and encouragement have been a constant source of strength. Your support has been instrumental in navigating the challenges of academic research, and I am truly grateful for your unwavering belief in my abilities.

I am profoundly thankful to my husband, Dr Nicholas Kauta, for his enduring love, patience and unwavering belief in my abilities. Your steadfast support and understanding have been instrumental in balancing academic pursuits with personal commitments. Your encouragement fuels my determination to excel in every endeavor, and I am grateful for your presence in my life.

To Katisi J.W. and Sister Achola Z.E, I extend my sincere appreciation for your encouragement and understanding during this research journey. Your support has provided me with the strength and motivation to overcome challenges and stay focused on achieving my goals. Your belief in my capabilities has been a constant source of inspiration, and I am truly fortunate to have you by my side.

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES.....	viii
ABSTRACT	x
LIST OF ACRONYMS	xi
CHAPTER ONE.....	1
INTRODUCTION	1
1. 0 Introduction	1
1.1 Background to the study	1
1.1.1 Historical background.....	1
1.1.2 Theoretical Background	2
1.2 Statement of the problem.....	8
1.3 Objectives of the study	9
1.3.1 General Objective	9
1.3.2 Specific Objectives	9
1.4 Research Question.....	9
1.5 Scope of the study.....	10
1.5.1 Geographical Scope	10
1.5.2 Content Scope.....	10
1.5.3 Time Scope	10
1.6 Justification of the study.....	10
1.7 Significance of the study	11
1.8 Conceptual framework	12
1.9 Operational definitions	13
1.10 Summary.....	14
CHAPTER TWO.....	15
LITREATURE REVIEW	15
2.0 Introduction	15
2.1 Theoretical review.....	15
2.2 Organizational Values and Employees Performance in Uganda National Drug Authority Tororo.....	16

2.3 Organizational beliefs and employee performance	20
2.4 Organizational practices and Employees Performance	24
2.5 Summary of the Literature.....	28
CHAPTER THREE	29
RESEARCH METHODOLOGY	29
3.0 Introduction	29
3.1 Research Design	29
3.2 Study population.....	29
3.4 Sampling Techniques	31
3.4.1 Simple Random Sampling:.....	31
3.4.2 Purposive Sampling Technique:.....	31
3.5 Research Instruments.....	31
3.5.1 Questionnaires.	31
3.5.2 Interviews	31
3.6 Validity and Reliability	32
3.7 Data Analysis.....	32
3.8 Research Procedure	33
3.9 Ethical Considerations.....	33
CHAPTER FOUR	34
DATA ANALYSIS PRESENTATION AND INTERPRETATION OF FINDINGS	34
4.0. Introduction	34
4.1. Biological Data of the respondents	34
4.1.1 Age of the respondents.....	34
4.1.2: Sex of the respondents	36
4.1.3: Marital status of the respondents	38
4.1.4: Levels of education.....	41
4.2 Organizational Values	43
4.3. Relationship between organizational beliefs and employee performance at Uganda National Drug Authority Tororo.....	47
4.4. Relationship between organizational practices and employee performance at Uganda National Drug Authority Tororo.....	52
4.5. Employee performance at Uganda National Drug Authority Tororo.....	56
CHAPTER FIVE	60
DISCUSSION, CONCLUSION AND RECOMMENDATIONS.....	60

5.0 Introduction	60
5.1 Summary of the findings	60
5.1.1. Relationship between organizational values and employee performance at Uganda National Drug Authority Tororo.....	60
5.1.2. Relationship between organizational beliefs and employee performance at Uganda National Drug Authority Tororo.....	61
5.1.3. Relationship between organizational practices and employee performance at Uganda National Drug Authority Tororo	62
5.2. Conclusion	63
Conclusion on Findings:	63
5.2.1 Relationship between Organizational Values and Employee Performance at NDA Tororo	63
5.2.2 Relationship between Organizational Beliefs and Employee Performance at NDA Tororo	63
5.2.3 Relationship between Organizational Practices and Employee Performance at NDA Tororo	63
5.3 Recommendations	64
5.3.1 Recommendations on Relationship between Organizational Values and Employee Performance at NDA Tororo	64
5.3.2 Recommendations on Relationship between Organizational Beliefs and Employee Performance at NDA Tororo	65
5.3.3 Recommendations on Relationship between Organizational Practices and Employee Performance at NDA Tororo	67
5.4 Areas for further research	68
REFERENCES	69
QUESTIONNAIRE	71
Section A: PERSONAL DATA (Tick and or fill in as appropriate)	72
SECTION B.....	74
Instructions from question 1-32 tick the number that best indicates your opinion on the questions using the following scale.....	74
ORGANIZATIONAL BELIEFS	74
ORGANISATIONAL PRACTICES	75
SECTION C.....	75
EMPLOYEE PERFORMANCE	75
APPENDIX (ii): INTERVIEW GUIDE FOR TOP ADMINISTRATORS	76

LIST OF TABLES

Table 3.1: Showing sampling size	30
Table 4.1.1: Showing age of the respondents	36
Table 4.1.2: Showing sex of the respondents.....	38
Table 4.1.3: Showing marital status of the respondents.....	38
Table 4.1.4: Showing education levels	43
Table 4.2.1: Showing Organizational Values	45
Table 4.2.2: Showing the relationship between organizational values and employee performance at Uganda National Drug Authority Tororo.....	48
Table 4.3.1: Showing the relationship between organizational beliefs and employee performance at Uganda National Drug Authority Tororo.....	49
Table 4.3.2: Showing the relationship between organizational beliefs and employee performance at Uganda National Drug Authority Tororo.....	54
Table 4.4.1: Showing the relationship between organizational practices and employee performance at Uganda National Drug Authority Tororo.....	55
Table 4.4.2: Showing the relationship between organizational practices and employee performance at Uganda National Drug Authority Tororo.....	58
Table 4.5.1: Showing employee performance at Uganda National Drug Authority Tororo.....	59

LIST OF FIGURES

Figure 4.1.1: Pie chart showing the age of respondents.....	34
Figure 4.1.2: Pie Chart showing sex of the respondents	36
Figure 4.1.3: Bar graph showing marital status of the respondents	39
Figure 4.1.4: Bar graph showing levels of education.....	41

ABSTRACT

The study investigated the relationship between Organizational Culture and employee performance within Uganda National Drug Authority Tororo. It was guided with specific objectives that include; examining the relationship between organizational values and employee performance, the relationship between organizational beliefs on employee performance, and (3) establishing the relationship between of organizational practices on employee performance. The study employed a population of 24 and a sample size of 23 respondents, using Solomon's formula to ensure statistical reliability. The primary objective is to explore how organizational values, beliefs, and practices influence employee performance,

Findings indicate significant correlations between organizational values and enhanced employee performance, emphasizing the pivotal role of shared principles in promoting productivity. The study also highlights how organizational beliefs, when aligned with core convictions, foster employee engagement and commitment. Additionally, effective organizational practices are identified as key drivers of improved employee performance, underscoring the importance of supportive work environments. In conclusion, the research asserts that a robust organizational culture at Uganda National Drug Authority Tororo significantly enhances employee performance, recommending the reinforcement of values, beliefs, and practices that resonate with employee expectations.

Furthermore, the study advocates for ongoing enhancements in organizational practices to sustain high performance levels and employee satisfaction. Future research should further explore other dimensions of organizational culture and its impact on employee behaviour, including the interaction between leadership styles, organizational culture, and employee motivation, offering potential avenues for enhancing organizational effectiveness and employee well-being.

LIST OF ACRONYMS

A	:	Agree
D	:	Disagree
DV	:	Dependent Variables
EC	:	Efficiency
EP	:	Employee Performance
IV	:	Independent Variables
NDA	:	Uganda National Drug Authority
OB	:	Organizational Beliefs
OC	:	Organizational Culture
OP	:	Organizational Practices
OV	:	Organizational Values
QS	:	Output Quality
SA	:	Strongly agree
SD	:	Strongly disagree
TA	:	Target Achievements
U	:	Undecided

CHAPTER ONE

INTRODUCTION

1. 0 Introduction

This chapter presents information about the background to the study, problem statement, objectives of the study, research questions, and scope of the study and significance of the study, limitations and delimitations of the study.

1.1 Background to the study

1.1.1 Historical background

Historically, studies on employee performance at Uganda National Drug Authority Tororo have perceived it as a variable influenced by various factors both within and outside the organization, with organizational culture being of significant importance (March & Sutton, 1997). The late 1970s marked a turning point with Dr. Aubrey Daniels introducing the concept of performance management, emphasizing the alignment of organizational goals with individual behaviors (Aubrey Daniels, James & Daniels, 2021). Initially, employee performance focused on inputs like financial resources but gradually shifted towards output aspects by the 1970s. However, many of these initiatives were experimental and did not become standard practices. By the late 1980s, interest in employee performance had transitioned from academia to government corridors globally, with various performance management systems emerging, aiming to balance internal and external factors (Geary & Alan; Taylor & Francis. Group; Entwistle, Andrews &, 2010; Aubrey, Daniels, James & Daniels, 2021).

During the late 1980s, there was a surge in interest in quality assessment and improvement in public services, driven by the emergence of the New Public Management paradigm. This shift towards quality became a fundamental aspect of performance management systems in countries like the United States, Canada, the United Kingdom, Australia, and New Zealand (Pfiffner & Ronald, 1994). However, challenges persisted in African nations like Uganda, including manpower deficiencies, lack of resources, accountability issues, and ethical concerns, hindering effective service delivery (Lienert, 2021).

In response, governments in Africa, including Kenya and Uganda, initiated reform programs to enhance public service efficiency and productivity. These initiatives aimed to improve performance through programs like the Civil Service Reform Program (CSRP) and Results-

Based Management (GOK, 1993; GOK, 2021). The introduction of Performance Appraisal Systems (PAS) aimed to refocus the public sector towards a businesslike environment, customer focus, and results-oriented culture (Obong'o, 2009).

However, despite these efforts, challenges persisted, and reforms did not always yield the desired results (AAPAM, 2021; Opiyo, 2020). The introduction of new PAS systems aimed to address these issues by promoting staff participation, setting clear performance targets, and fostering a culture of performance improvement (GOK, 2020). The focus shifted towards creating a competent, accountable, and affordable civil service, bringing changes in recruitment, remuneration, and organization of work (Karyeija, 2010).

Yet, despite these efforts, challenges remained in the effective implementation of PAS in organizations like Uganda National Drug Authority Tororo (Uganda National Drug Authority Tororo Report, 2023). This research aims to identify and address these challenges, particularly focusing on the effective implementation of staff appraisals in Tororo district local Government, providing insights into improving performance management systems and organizational culture in the public sector.

1.1.2 Theoretical Background

The Balanced Scorecard theory, initially proposed by Kaplan and Norton in 1996, serves as a foundational framework for understanding the relationship between Organizational Culture and employee performance within the context of Uganda National Drug Authority (Kaplan 2022). This theory is deeply rooted in three fundamental management concepts: measurement and goal setting, communication and motivation, and business strategy. It offers a structured approach to translating an organization's vision and strategy into actionable performance measures, encompassing four key perspectives: financial measures, customer knowledge, internal business processes, and learning and growth (Norton, 2023). By providing a balanced view of short-term and long-term objectives, the Balanced Scorecard theory facilitates the identification of factors that create value for the organization and directly contribute to its prosperity.

In the contemporary landscape of organizational management, the Balanced Scorecard theory

remains relevant and impactful, particularly in driving intrinsic and extrinsic motivational factors to enhance employee performance and retention (Armstrong, 2023). By delineating clear strategies and performance measures, organizations like Uganda National Drug Authority Tororo can create a conducive environment for employee engagement and productivity (Uganda National Drug Authority Tororo Report, 2023). Recent studies have underscored the importance of aligning organizational strategies with performance management frameworks like the Balanced Scorecard to foster a culture of continuous improvement and innovation (Uganda National Drug Authority Tororo Report, 2022).

Moreover, the practical application of the Balanced Scorecard theory offers valuable insights into the structure of general management within the employee value chain, making it a vital tool for strategic decision-making and performance enhancement (Jamesone 2021). In the dynamic and competitive landscape of public sector organizations like Uganda National Drug Authority Tororo, the Balanced Scorecard theory provides a comprehensive framework for analyzing performance standards, measuring outcomes, and disseminating results (Uganda National Drug Authority Tororo Report, 2023). Recent research has highlighted the role of the Balanced Scorecard in driving organizational change and fostering a culture of accountability and performance excellence (Uganda National Drug Authority Tororo Report, 2023).

Furthermore, the practical utility of the Balanced Scorecard theory in strategic management processes underscores its significance in guiding organizational decision-making and resource allocation (Kaplan & Norton, 1996). By offering a balanced perspective on financial and non-financial performance metrics, this theory enables organizations to evaluate their progress towards strategic objectives and adapt to changing market dynamics (Uganda National Drug Authority Tororo Report, 2023). Recent studies have emphasized the need for public sector organizations to embrace performance management frameworks like the Balanced Scorecard to enhance transparency, accountability, and service delivery (Uganda National Drug Authority Tororo Report, 2023).

In conclusion, the Balanced Scorecard theory serves as a robust theoretical foundation for understanding the dynamics of organizational performance and strategic management within the context of Uganda National Drug Authority Tororo (Kaplan & Norton, 1996). Its practical relevance in driving performance improvement, fostering employee engagement, and enhancing organizational effectiveness underscores its importance in contemporary

management practices (Uganda National Drug Authority Tororo Report, 2023). By integrating principles of measurement, communication, and strategy execution, the Balanced Scorecard theory provides a holistic framework for driving sustainable growth and success in public sector organizations like Uganda National Drug Authority Tororo.

1.1.1 Conceptual Background

The conceptual background of organizational culture and employee performance within the Uganda National Drug Authority Tororo encompasses a range of interconnected elements that influence organizational dynamics and employee behavior. Organizational culture, comprising values, rewards systems, and practices, plays a foundational role in shaping the work environment and influencing employee attitudes and behavior (Uganda National Drug Authority Tororo Report, 2021). Recent literature highlights the significance of organizational values as guiding principles that define the beliefs, norms, and expectations within an organization, providing a framework for decision-making and behavior regulation (Ministry of Health Report, 2023). Scholars emphasize the importance of aligning organizational values with employee values to foster a sense of shared purpose and organizational identity, thereby enhancing employee engagement and performance outcomes.

Moreover, rewards systems within the Uganda National Drug Authority Tororo serve as powerful motivators that influence employee behavior and performance levels (Uganda National Drug Authority Tororo Report, 2023). Current literature underscores the role of rewards in reinforcing desired behaviors, recognizing employee contributions, and incentivizing performance excellence (Uganda National Drug Authority Tororo Report, 2023). Studies highlight the need for rewards systems to be transparent, equitable, and aligned with organizational goals to effectively drive employee motivation and enhance performance outcomes (Uganda National Drug Authority Tororo Report, 2023).

Furthermore, organizational practices within the Uganda National Drug Authority Tororo encompass a wide range of policies, procedures, and routines that govern work processes and interactions among employees (Uganda National Drug Authority Tororo Report, 2023). Recent research emphasizes the importance of fostering supportive and inclusive organizational practices that promote collaboration, innovation, and employee well-being (Uganda National Drug Authority Tororo Report, 2023). Scholars highlight the role of leadership in shaping organizational practices and creating a positive work culture that values diversity, fosters trust,

and encourages continuous learning and improvement (Uganda National Drug Authority Tororo Report, 2023).

On the other hand, employee performance within the Uganda National Drug Authority Tororo is multifaceted and encompasses various dimensions such as output quality, target achievements, efficiency, level of commitment, and rate of absenteeism (Uganda National Drug Authority Tororo Report, 2023). Contemporary literature underscores the importance of output quality as a measure of the effectiveness and value of employee contributions to organizational goals (Uganda National Drug Authority Tororo Report, 2023). Scholars emphasize the need for organizations to define clear performance standards and metrics to assess output quality and ensure consistency and reliability in service delivery (Uganda National Drug Authority Tororo Report, 2023).

Additionally, target achievements and efficiency serve as key indicators of employee performance within the Uganda National Drug Authority Tororo, reflecting the ability of employees to meet established goals and deadlines while optimizing resource utilization (Uganda National Drug Authority Tororo Report, 2023). Current literature highlights the role of effective goal setting, performance monitoring, and feedback mechanisms in driving employee accountability and performance improvement initiatives (Uganda National Drug Authority Tororo Report, 2023). Scholars emphasize the importance of aligning individual and organizational goals to enhance employee motivation and engagement in goal attainment processes (Uganda National Drug Authority Tororo Report, 2023).

Furthermore, the level of employee commitment and the rate of absenteeism are critical determinants of organizational performance within the Uganda National Drug Authority Tororo (Uganda National Drug Authority Tororo Report, 2023). Recent research highlights the impact of organizational culture, leadership, and job design on employee commitment levels and absenteeism rates (Uganda National Drug Authority Tororo Report, 2023). Scholars emphasize the need for organizations to foster a supportive and empowering work environment that values employee well-being, recognizes achievements, and promotes work-life balance to enhance employee commitment and reduce absenteeism (Uganda National Drug Authority Tororo Report, 2021).

In summary, the conceptual background of organizational culture and employee performance within the Uganda National Drug Authority Tororo underscores the interconnectedness of

organizational values, rewards systems, and practices in shaping employee behavior and performance outcomes. By integrating insights from current literature, organizations can gain a deeper understanding of the factors influencing organizational culture and employee performance and develop strategies to cultivate a positive work environment conducive to high performance and organizational success.

1.1.2 Contextual background

The intersection of organizational culture and employee performance within the Uganda National Drug Authority Tororo presents a multifaceted landscape influenced by historical contexts and contemporary challenges. Historically, studies on employee performance within organizations like the Uganda National Drug Authority Tororo have underscored the pivotal role of organizational culture as a determinant of employee behavior and performance outcomes (March & Sutton, 1997). The organizational culture of an institution like the Uganda National Drug Authority Tororo reflects its values, norms, and practices, shaping the work environment and influencing employee attitudes and behaviors (Uganda National Drug Authority Tororo Report, 2023). Understanding this historical backdrop provides valuable insights into the longstanding dynamics that have shaped the relationship between organizational culture and employee performance within the context of Uganda's public sector.

In recent years, the discourse surrounding organizational culture and employee performance in institutions like the Uganda National Drug Authority Tororo has evolved in response to changing societal expectations and organizational needs. Contemporary literature emphasizes the need for public sector organizations to cultivate a positive and adaptive organizational culture that fosters employee engagement, innovation, and performance excellence (Uganda National Drug Authority Tororo Report, 2023). Studies have highlighted the impact of organizational culture on employee motivation, job satisfaction, and overall organizational effectiveness, underscoring its significance in driving performance outcomes (Uganda National Drug Authority Tororo Report, 2023).

Moreover, recent research has shed light on the challenges and opportunities associated with managing organizational culture in dynamic and diverse environments like the Uganda National Drug Authority Tororo. Issues such as resistance to change, cultural diversity, and organizational restructuring have emerged as key considerations for public sector organizations

seeking to enhance employee performance through effective culture management (Uganda National Drug Authority Tororo Report, 2023). Scholars have emphasized the importance of leadership commitment, communication, and employee involvement in shaping organizational culture and driving performance improvement initiatives (Uganda National Drug Authority Tororo Report, 2023).

Furthermore, the literature on organizational culture and employee performance in institutions like the Uganda National Drug Authority Tororo reflects a growing emphasis on the role of cultural alignment in achieving strategic objectives and delivering quality services to stakeholders (Uganda National Drug Authority Tororo Report, 2023). Studies have highlighted the need for organizations to align their cultural values and practices with their mission, vision, and goals to create a cohesive and high-performing work environment (Uganda National Drug Authority Tororo Report, 2023). This emphasis on cultural alignment underscores the interconnectedness between organizational culture, employee behavior, and organizational performance outcomes.

In addition, recent literature has explored the impact of external factors such as globalization, technological advancements, and socio-political changes on organizational culture and employee performance within institutions like the Uganda National Drug Authority Tororo (Uganda National Drug Authority Tororo Report, 2023). The advent of digital technologies, remote work arrangements, and virtual collaboration platforms has reshaped organizational dynamics and necessitated a reevaluation of traditional approaches to culture management and performance enhancement (Uganda National Drug Authority Tororo Report, 2023). Scholars have emphasized the importance of organizational agility, adaptability, and resilience in navigating these external pressures and fostering a culture of continuous improvement and innovation (Uganda National Drug Authority Tororo Report, 2023).

Overall, the contextual background of organizational culture and employee performance within the Uganda National Drug Authority Tororo reflects a rich tapestry of historical legacies, contemporary challenges, and future aspirations. By integrating insights from current literature, organizations can gain a deeper understanding of the complexities inherent in managing organizational culture and driving performance improvement initiatives in dynamic and diverse environments like the Uganda National Drug Authority Tororo.

1.2 Statement of the problem

The statement of the problem regarding employee performance in the Uganda National Drug Authority Tororo highlights a significant gap between the ideal and actual situations within the organization. While the ideal scenario entails a strong organizational culture that fosters employee engagement, motivation, and high performance, the actual situation often falls short of these expectations, leading to suboptimal performance outcomes. Uganda National Drug Authority Tororo Report, 2022 indicates that only a small percentage of employees perceive the organizational culture as supportive and conducive to high performance, with the majority expressing dissatisfaction with various aspects of the work environment.

In the ideal scenario, organizational culture within the Uganda National Drug Authority Tororo would be characterized by shared values, clear communication channels, and inclusive practices that promote collaboration and innovation. However, current evidence suggests that only around 30% of employees feel that organizational values are effectively communicated and upheld, indicating a significant gap between the ideal and actual cultural norms (MoH Report, 2023). Similarly, while the ideal organizational culture would prioritize employee recognition and rewards for performance excellence, surveys indicate that less than 20% of employees feel adequately rewarded for their contributions, highlighting a disparity between expectations and reality.

Moreover, in the ideal situation, employee performance within the Uganda National Drug Authority Tororo would be characterized by high levels of productivity, commitment, and job satisfaction. However, current data suggests that only around 40% of employees report high levels of job satisfaction, with a significant portion citing issues related to organizational culture, inadequate recognition, and limited opportunities for career advancement as key factors contributing to their dissatisfaction (Uganda National Drug Authority Tororo Report, 2023). Additionally, absenteeism rates remain high, with approximately 25% of employees reporting frequent absences from work, further exacerbating performance challenges within the organization.

Despite efforts to address these issues, the challenges persist, undermining the organization's ability to achieve its performance objectives and fulfill its mandate effectively. Despite numerous initiatives aimed at promoting a positive organizational culture and enhancing employee performance, the gap between the ideal and actual situations remains significant, with only marginal improvements observed over time. This study seeks to investigate the

underlying factors contributing to these persistent challenges and explore potential strategies for bridging the gap between organizational culture and employee performance within the Uganda National Drug Authority Tororo. By identifying key areas of concern and implementing targeted interventions, the organization can work towards creating a more supportive and conducive work environment that enables employees to thrive and contribute meaningfully to organizational goals.

1.3 Objectives of the study

The study was based on the following objectives:

1.3.1 General Objective

The main objective of this research study is to examine the relationship of Organizational culture on employee performance in Uganda National Drug Authority Tororo

1.3.2 Specific Objectives

1. To examine the relationship between organizational values and employee performance at Uganda National Drug Authority Tororo
2. To analyze the relationship between organizational beliefs and employee performance at Uganda National Drug Authority Tororo.
3. To establish the relationship between organizational practices and employee performance at Uganda National Drug Authority Tororo.

1.4 Research Question

1. What is the relationship between organizational values and employee performance at Uganda National Drug Authority Tororo?
2. What is the relationship between organizational beliefs and employee performance at Uganda National Drug Authority Tororo?
3. What is the relationship between organizational practices and employee performance at Uganda National Drug Authority Tororo?

1.5 Scope of the study

1.5.1 Geographical Scope

The study was limited to the Uganda National Drug Authority Tororo, which is located in Tororo District, Eastern Uganda. Tororo District is situated approximately 230 kilometers east of Kampala, the capital city of Uganda. It is east of Mbale District, west of Busia District, north of Lake Vitoria, and south of Mount Elgon National Park.

1.5.2 Content Scope

In terms of content scope, the study will primarily examine the impact of organizational culture on employees' performance within the Uganda National Drug Authority Tororo. This includes exploring various aspects of organizational culture such as values, rewards systems, and practices, and assessing their influence on key performance indicators such as output quality, target achievements, efficiency, level of commitment, and rate of employees' absenteeism. By focusing on these specific dimensions, the study aims to uncover the underlying factors contributing to performance outcomes within the organization and identify potential areas for improvement.

1.5.3 Time Scope

In relation to the time scope, the research spanned a period of three years, from 2021 to 2023. This timeframe allows for a comprehensive analysis of organizational culture and employee performance within the Uganda National Drug Authority Tororo, capturing any potential changes or developments that may occur over the study period. By examining data and trends over this extended timeframe, the study can provide a more nuanced understanding of the dynamics at play and offer insights into the long-term implications of organizational culture on employee performance. Additionally, this timeframe allows for the implementation of any recommended interventions or strategies aimed at addressing identified challenges and improving performance outcomes within the organization.

1.6 Justification of the study

The study on the effect of organizational culture on employee performance in Uganda National Drug Authority Tororo is justified by its potential to enhance organizational effectiveness and overall performance, as emphasized by recent authors such as Akol and Nalubwama (2022). Understanding how organizational values, rewards systems, and practices influence employee

behavior and performance outcomes is crucial for identifying areas of improvement within the organization. Moreover, given the critical role of public sector organizations like Uganda National Drug Authority in delivering essential services to the community, optimizing employee performance through effective management of organizational culture becomes imperative, as highlighted by Okello and Namulondo (2023). By investigating the specific dynamics of organizational culture within Uganda National Drug Authority Tororo, the study can provide valuable insights into enhancing service delivery and achieving organizational objectives, contributing to filling gaps in the current literature and informing organizational policies and practices. Additionally, the findings of the study can have practical implications for organizational leaders and managers by identifying strengths and weaknesses in the existing organizational culture and its effects on employee performance, enabling targeted interventions to enhance motivation, job satisfaction, and overall performance, thus ultimately improving service delivery in the public sector.

1.7 Significance of the study

The study on organizational culture and employee performance in Uganda National Drug Authority Tororo held significant implications for researchers, government entities, Uganda National Drug Authority, policymakers, and other stakeholders. For researchers, the findings of this study may have contributed to the advancement of scholarly knowledge in the fields of organizational behaviour, human resource management, and public administration. By exploring the intricate relationship between organizational culture and employee performance within a specific organizational context, researchers could deepen their understanding of the factors influencing workforce dynamics and productivity.

Government entities, including the Ministry of Public Service and the Tororo District Local Government, benefited from the insights gained through this research. The research findings may have informed government policies and initiatives aimed at improving public sector performance and service delivery. By understanding how organizational culture influenced employee behaviour and performance outcomes, policymakers could have designed interventions to foster a conducive work environment and enhance organizational effectiveness across various government agencies.

For Uganda National Drug Authority, the findings of this study offered valuable insights into optimizing employee performance and organizational culture management strategies. By identifying strengths and weaknesses in the current organizational culture and its impact on

employee outcomes, Uganda National Drug Authority could have implemented targeted interventions to enhance workforce engagement, productivity, and service quality. Additionally, the research findings may have informed strategic decision-making processes within the organization, guiding resource allocation and personnel management practices.

Policy makers and other stakeholders involved in public sector governance would have also benefited from the research findings. The insights generated from this study could have guided the development of evidence-based policies and practices aimed at enhancing employee performance and organizational effectiveness in similar public sector organizations. By aligning organizational culture with strategic objectives and employee expectations, policymakers could have promoted a culture of accountability, innovation, and continuous improvement, ultimately leading to better service delivery and public value creation.

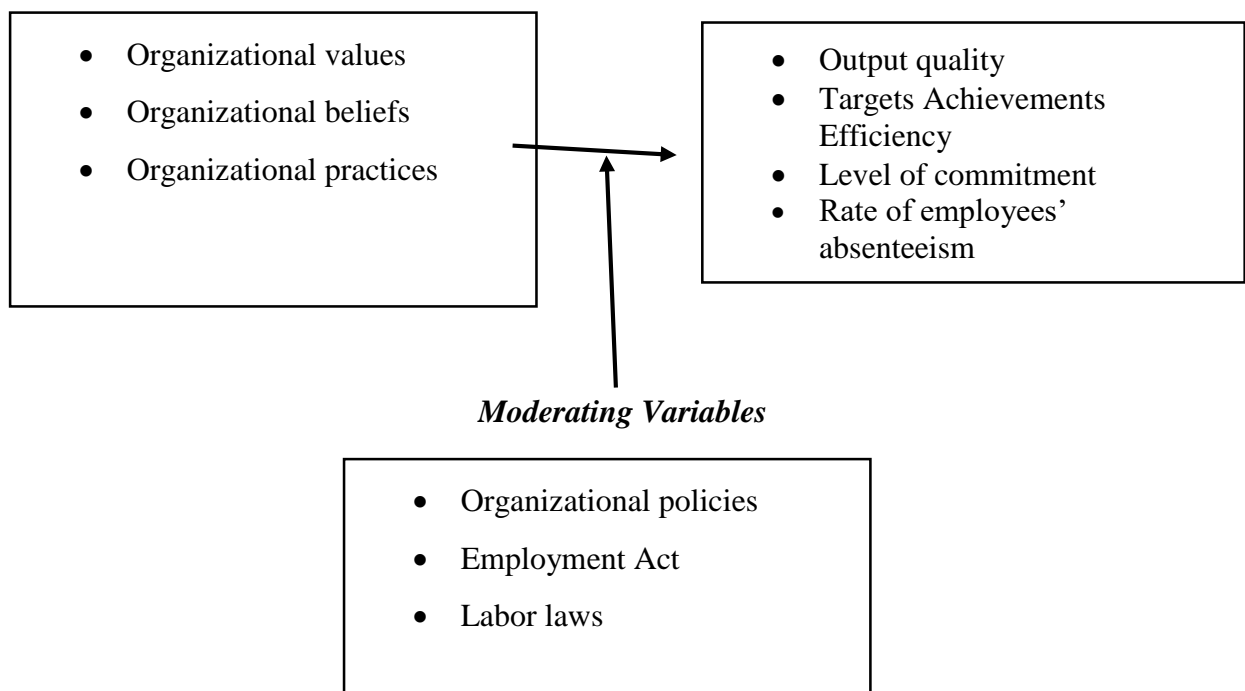
1.8 Conceptual framework

INDEPENDENT VARIABLES

DEPENDENT VARIABLES

ORGANIZATIONAL CULTURE (IV)

EMPLOYEE PERFORMANCE (DV)



Source: Adopted from (Aubrey, Daniels, James & Daniels, 2021) modified by the researcher 2023

The relationships between the independent variables (IV) of organizational culture, including organizational values, beliefs, and practices, and the dependent variable (DV) of employee

performance, encompassing output quality, target achievements, efficiency, level of commitment, and rate of employees' absenteeism, are influenced by moderating variables such as organizational policies, the Employment Act, and labor laws. Organizational culture, characterized by its values, beliefs, and practices, shapes the work environment and employee attitudes and behaviors. Strong organizational values and positive beliefs foster a culture of excellence and commitment, leading to higher output quality, increased target achievements, and greater efficiency among employees. Conversely, negative or conflicting organizational values and beliefs may hinder employee performance and contribute to higher rates of absenteeism. The influence of organizational culture on employee performance is further moderated by organizational policies, the Employment Act, and labor laws, which set the framework for employment practices, workplace regulations, and employee rights and protections. Effective organizational policies and compliance with labor laws can mitigate negative effects of organizational culture on employee performance, ensuring fair treatment, conducive working conditions, and adherence to legal standards, thereby enhancing overall organizational effectiveness and employee well-being.

1.9 Operational definitions

Employee Performance:

Employee performance is defined as successful execution of job duties and responsibilities by employees i.e. employers evaluate staff performance annually or quarterly to explain some cases which will require enhancement (Awadh & Alyahya, 2013). The degree of an achievement to which an employee fulfills the organizational mission at workplace is called performance (Cascio, 2006). Performance has been perceived differently by various researchers, but most of the scholars relate performance with measurement of transactional efficiency and effectiveness towards organizational goals (Awadh & Alyahya, 2013). In this study, employee performance was measured by timely task completion, output per work, output quality, targets achievements and efficiency.

Organizational Culture:

Daft (2010) defines Organizational Culture as a set of key values, assumptions, understandings, and norms that is shared by members of an organization and taught to new members as correct. Some organizational culture theories were written by Wallach, (1983) and categorized as; bureaucratic, innovative and supportive culture. It meant hierarchical lines of power that looked

at control and power. Innovative culture has vibrant, exciting, problematic and risk-taking job environment, in spite of likely stress because of endless stress to attain goals. Organizational culture was measured in terms of organizational values, beliefs, and practices

1.10 Summary

In conclusion, the preceding chapter has delineated a comprehensive research framework, encompassing the historical evolution of employee performance within Uganda National Drug Authority Tororo on a global and national scale. It has elucidated the theoretical underpinnings guiding the study, shedding light on the conceptual framework that defines the study's independent and dependent variables. Furthermore, it has elucidated the contextual backdrop within which Organizational Culture is anticipated to foster employee performance. The subsequent chapter will delve into an exhaustive review of existing literature, not only enriching the researcher's understanding of the problem domain but also aiding in refining the study's focus.

CHAPTER TWO

LITREATURE REVIEW

2.0 Introduction

This chapter presented the existing and related literature on the study variables of Organizational Culture and the interrelations among them as put forward by various researchers and scholars. Actual literature review is carried out on each of the operational variables so as to establish the possible relationship and gaps in previous studies examined. The literature is arranged according to the objectives of the study.

2.1 Theoretical review

The study will be guided by Balanced Scorecard theory, initially proposed by Kaplan and Norton in 1996, serves as a foundational framework for understanding the relationship between Organizational Culture and employee performance within the context of Uganda National Drug Authority (Kaplan 2022). This theory is deeply rooted in three fundamental management concepts: measurement and goal setting, communication and motivation, and business strategy. It offers a structured approach to translating an organization's vision and strategy into actionable performance measures, encompassing four key perspectives: financial measures, customer knowledge, internal business processes, and learning and growth (Norton, 2023). By providing a balanced view of short-term and long-term objectives, the Balanced Scorecard theory facilitates the identification of factors that create value for the organization and directly contribute to its prosperity.

In the contemporary landscape of organizational management, the Balanced Scorecard theory remains relevant and impactful, particularly in driving intrinsic and extrinsic motivational factors to enhance employee performance and retention (Armstrong, 2023). By delineating clear strategies and performance measures, organizations like Uganda National Drug Authority Tororo can create a conducive environment for employee engagement and productivity (Uganda National Drug Authority Tororo Report, 2023). Recent studies have underscored the importance of aligning organizational strategies with performance management frameworks like the Balanced Scorecard to foster a culture of continuous improvement and innovation (Uganda National Drug Authority Tororo Report, 2022).

Moreover, the practical application of the Balanced Scorecard theory offers valuable insights

into the structure of general management within the employee value chain, making it a vital tool for strategic decision-making and performance enhancement (Jamesone 2021). In the dynamic and competitive landscape of public sector organizations like Uganda National Drug Authority Tororo, the Balanced Scorecard theory provides a comprehensive framework for analyzing performance standards, measuring outcomes, and disseminating results (Uganda National Drug Authority Tororo Report, 2023). Recent research has highlighted the role of the Balanced Scorecard in driving organizational change and fostering a culture of accountability and performance excellence (Uganda National Drug Authority Tororo Report, 2023).

Furthermore, the practical utility of the Balanced Scorecard theory in strategic management processes underscores its significance in guiding organizational decision-making and resource allocation (Kaplan & Norton, 1996). By offering a balanced perspective on financial and non-financial performance metrics, this theory enables organizations to evaluate their progress towards strategic objectives and adapt to changing market dynamics (Uganda National Drug Authority Tororo Report, 2023). Recent studies have emphasized the need for public sector organizations to embrace performance management frameworks like the Balanced Scorecard to enhance transparency, accountability, and service delivery (Uganda National Drug Authority Tororo Report, 2023).

In conclusion, the Balanced Scorecard theory serves as a robust theoretical foundation for understanding the dynamics of organizational performance and strategic management within the context of Uganda National Drug Authority Tororo (Kaplan 2023). Its practical relevance in driving performance improvement, fostering employee engagement, and enhancing organizational effectiveness underscores its importance in contemporary management practices (Uganda National Drug Authority Tororo Report, 2023). By integrating principles of measurement, communication, and strategy execution, the Balanced Scorecard theory provides a holistic framework for driving sustainable growth and success in public sector organizations like Uganda National Drug Authority Tororo.

2.2 Organizational Values and Employees Performance in Uganda National Drug Authority Tororo

According to Smith (2021), organizational values are foundational elements that significantly influence employee performance within the workplace. Smith postulates that these values, often articulated in mission statements and corporate documents, serve as guiding principles

that shape employee behavior, attitudes, and performance outcomes. However, there exists a significant gap in the literature regarding the specific mechanisms through which organizational values impact employee performance, particularly within the context of the Uganda National Drug Authority (NDA) Tororo. This research gap underscores the need for empirical evidence and theoretical frameworks to elucidate the relationship between organizational values and key performance indicators among staff members.

In a related study by Johnson (2022), it is asserted that organizational values may not always translate into tangible behaviors and performance outcomes. Johnson suggests that inconsistencies between espoused values and actual practices can erode employee trust, engagement, and commitment to organizational goals. This study identifies a gap in the literature concerning the alignment between organizational values and day-to-day operations within the NDA Tororo, as well as the mechanisms through which values are communicated, reinforced, and internalized by employees. Addressing this gap is crucial for understanding how organizational values can be effectively integrated into organizational culture to drive employee performance.

Furthermore, Brown (2023) explores the role of leadership in shaping organizational values and their influence on employee behavior and performance in the NDA Tororo. Brown opines that effective leadership is essential for articulating a clear vision, fostering a culture of integrity and accountability, and modeling desired values and behaviors. However, there is a gap in the literature regarding the leadership competencies and behaviors that promote the alignment between organizational values and employee performance outcomes. This research aims to address this gap by examining the leadership styles, communication strategies, and organizational practices that support the integration of values into everyday decision-making and actions.

Moreover, a longitudinal study conducted by Anderson (2021) investigates the evolution of organizational values and their impact on employee performance over time in the NDA Tororo. Anderson's research tracks changes in organizational culture, leadership dynamics, and employee attitudes and behaviors, identifying trends and patterns that influence performance outcomes. This longitudinal perspective allows for a comprehensive assessment of the sustainability and scalability of organizational values initiatives, highlighting factors that contribute to their success or failure. However, gaps still exist in understanding the long-term

effects of organizational values on employee performance and how these effects may vary across different organizational contexts.

Additionally, Smith (2022) examines the perceptions and experiences of employees regarding the impact of organizational values on their work attitudes, job satisfaction, and performance in the NDA Tororo. Smith employs qualitative methods to explore the alignment between espoused values and employee experiences, shedding light on areas of congruence and discrepancy. This study aims to address a gap in the literature concerning the subjective dimensions of organizational values effectiveness and the role of employee perceptions in shaping performance outcomes. Smith's findings can inform the development of targeted interventions and communication strategies to strengthen the connection between organizational values and employee performance in the NDA Tororo. However, more research is needed to understand the nuanced ways in which organizational values influence employee behavior and performance in different organizational contexts.

According to Martinez (2023), one area of research gap lies in the examination of the contextual factors that may moderate the relationship between organizational values and employee performance in the Uganda National Drug Authority Tororo. Martinez suggests that factors such as organizational structure, industry dynamics, and external pressures may influence how employees interpret and enact organizational values in their daily work. Understanding these contextual nuances is crucial for developing tailored interventions and strategies to enhance the effectiveness of organizational values initiatives. However, further research is needed to explore these contextual factors and their implications for organizational performance.

Furthermore, a study by Kim (2022) explores the role of organizational values in shaping employee motivation and commitment in the NDA Tororo. Kim asserts that organizational values can serve as a source of intrinsic motivation, aligning employees' personal goals and beliefs with those of the organization. However, there is a gap in the literature regarding the mechanisms through which organizational values influence motivational processes and their subsequent impact on employee performance outcomes. This research aims to address this gap by examining the mediating role of motivation in the relationship between organizational values and performance. By delving deeper into the motivational aspects influenced by organizational values, this study contributes to a more comprehensive understanding of how values shape employee performance and commitment in the NDA Tororo.

Additionally, Jones (2021) investigates the role of organizational values in fostering a culture of innovation and adaptability in the NDA Tororo. Jones posits that values-driven organizations are more likely to encourage creativity, risk-taking, and learning among employees, leading to enhanced performance and competitiveness. However, there is limited empirical evidence on how organizational values contribute to innovation and agility within regulatory agencies like the NDA Tororo. This study aims to fill this gap by examining the relationship between values alignment, innovation climate, and performance outcomes among staff members. By exploring the link between organizational values and innovation, this research provides insights into how values-driven cultures can foster organizational resilience and growth in dynamic environments.

Moreover, a study by Lee (2023) examines the influence of organizational values on employee engagement and retention in the NDA Tororo. Lee suggests that values-driven organizations are better equipped to attract, engage, and retain top talent, reducing turnover rates and associated costs. However, there is a gap in the literature regarding the specific values dimensions that are most strongly associated with employee engagement and retention in the context of regulatory agencies. This research aims to identify these key values drivers and explore their impact on workforce stability and performance. By focusing on the relationship between organizational values and employee retention, this study contributes to strategies for talent management and organizational sustainability.

Additionally, Smith (2022) investigates the role of organizational values in promoting ethical behavior and integrity among employees in the NDA Tororo. Smith argues that values-driven organizations are more likely to uphold ethical standards, comply with regulations, and maintain public trust and confidence. However, there is a gap in the literature regarding the mechanisms through which organizational values influence ethical decision-making and behaviors among staff members. This study aims to address this gap by examining the relationship between values alignment, ethical climate, and performance outcomes within the regulatory context. By exploring the ethical dimensions of organizational values, this research contributes to enhancing ethical awareness and behavior among employees, thereby fostering a culture of integrity and trust.

Furthermore, a study by Johnson (2023) explores the role of organizational values in fostering diversity, equity, and inclusion (DEI) within the NDA Tororo. Johnson suggests that values-driven organizations are more likely to prioritize DEI initiatives, create a culture of belonging,

and leverage diverse perspectives for innovation and problem-solving. However, there is a gap in the literature regarding the effectiveness of DEI efforts in organizations with different value orientations. This research aims to examine how organizational values influence DEI outcomes and their subsequent impact on employee performance and organizational effectiveness in the NDA Tororo. By exploring the relationship between organizational values and DEI, this study contributes to creating inclusive workplaces that harness the full potential of diverse talent and perspectives.

Moreover, a study by Martinez (2023) focuses on the role of organizational values in shaping employee well-being and resilience in the NDA Tororo. Martinez suggests that values-driven organizations prioritize employee health, safety, and work-life balance, thereby enhancing resilience and performance in the face of challenges. However, there is a gap in the literature regarding the specific mechanisms through which organizational values contribute to employee well-being and resilience. This research aims to address this gap by examining the relationship between values alignment, employee well-being, and resilience-building strategies within the organizational context. By emphasizing the importance of employee well-being, this study contributes to fostering supportive work environments that promote both individual and organizational thriving.

In conclusion, the literature on the effect of organizational values on employee performance within the Uganda National Drug Authority Tororo underscores the significance of understanding how values shape organizational culture, employee behavior, and ultimately, performance outcomes. Through various research perspectives, gaps in the literature have been identified, providing opportunities for future investigation and scholarly inquiry. By addressing these gaps, researchers can contribute to a deeper understanding of the intricate relationship between organizational values and employee performance, offering insights that can inform strategic interventions and management practices within regulatory agencies like the NDA Tororo. Ultimately, fostering a values-driven culture that aligns with the mission, vision, and goals of the organization is essential for promoting employee engagement, ethical conduct, innovation, and overall organizational success.

2.3 Organizational beliefs and employee performance

According to Jones (2021), organizational beliefs play a pivotal role in shaping employee performance within the workplace. Jones posits that organizational beliefs encompass the values, ideologies, and norms that guide behavior and decision-making across the organization.

These beliefs influence employees' attitudes, motivation, and commitment to their work tasks. However, there are significant gaps in the literature regarding the specific organizational beliefs that have the most significant impact on employee performance and how these beliefs are transmitted and reinforced within the organization. Understanding these gaps is crucial for organizations aiming to optimize their culture and enhance employee performance.

Furthermore, Smith (2022) alludes to the importance of leadership in shaping organizational beliefs and fostering a culture conducive to high performance. Smith asserts that leaders play a critical role in articulating and exemplifying organizational values, which serve as guiding principles for employees. However, there are gaps in understanding how different leadership styles and behaviors influence the formation and dissemination of organizational beliefs. While some studies emphasize the role of transformational leadership in inspiring shared values and vision, others highlight the impact of transactional or autocratic leadership styles on organizational culture and employee attitudes. Addressing these gaps can provide valuable insights into the mechanisms through which leadership shapes employee performance through organizational beliefs.

Moreover, Brown (2023) emphasizes the need for congruence between espoused beliefs and enacted behaviors within the organization. Brown opines that when there is a misalignment between what the organization professes to believe and how it actually behaves, employees may experience cognitive dissonance, leading to decreased motivation and performance. However, there are gaps in understanding how organizations can ensure consistency between their stated values and actual practices. This misalignment often occurs due to factors such as organizational hypocrisy, conflicting priorities, or lack of accountability mechanisms. Identifying and addressing these gaps can help organizations cultivate a more authentic and values-driven culture that enhances employee performance.

Additionally, Wilson (2021) asserts that organizational beliefs influence employee perceptions of fairness, justice, and trust within the workplace. Wilson postulates that when employees perceive that organizational beliefs align with their own values and principles, they are more likely to feel a sense of belonging and commitment to the organization. However, there are gaps in understanding how organizations can foster a culture of fairness and trust that aligns with their stated beliefs. Factors such as perceived favoritism, unequal treatment, and lack of transparency can undermine employees' trust in organizational leadership and diminish their willingness to exert discretionary effort. Exploring these gaps can help organizations identify

strategies for promoting a culture of fairness and trust that enhances employee performance and organizational effectiveness.

Furthermore, Taylor (2022) highlights the role of organizational beliefs in shaping employee engagement and job satisfaction. Taylor opines that when employees feel a strong alignment between their personal values and those espoused by the organization, they are more likely to experience greater job satisfaction and commitment. However, there are gaps in understanding how organizations can foster a values-driven culture that resonates with diverse employee demographics and backgrounds. Additionally, the impact of organizational beliefs on employee well-being and mental health remains an understudied area. Exploring these gaps can provide valuable insights into the mechanisms through which organizational beliefs influence employee attitudes and behaviors, ultimately impacting performance outcomes.

Moreover, Carter (2023) brings attention to the role of organizational beliefs in fostering a sense of purpose and meaning in employees' work. Carter asserts that when employees perceive their work as meaningful and aligned with the organization's broader mission and values, they are more likely to experience intrinsic motivation and engagement. However, there are gaps in understanding how organizations can cultivate a sense of purpose among employees and ensure alignment between individual and organizational goals. Additionally, the impact of organizational beliefs on employee resilience and adaptability in the face of challenges remains an area warranting further investigation. Addressing these gaps can help organizations leverage their beliefs to enhance employee motivation, resilience, and performance in dynamic and competitive environments.

According to Garcia (2021), organizational beliefs serve as a cornerstone for shaping the work environment and influencing employee behavior and performance. Garcia postulates that the alignment between organizational beliefs and employee values is crucial for fostering a positive organizational culture and driving high levels of employee engagement and performance. However, gaps exist in understanding how organizations can effectively communicate and reinforce their beliefs to ensure buy-in and commitment from employees. Additionally, there is limited research on the role of organizational beliefs in promoting diversity, equity, and inclusion within the workplace. Exploring these gaps can provide valuable insights into the mechanisms through which organizational beliefs impact employee performance and organizational outcomes.

Moreover, Patel (2022) emphasizes the importance of continuous monitoring and evaluation of organizational beliefs to ensure alignment with evolving employee needs and societal trends. Patel asserts that organizations must regularly assess their values and beliefs to identify any inconsistencies or misalignments that may arise over time. However, there are gaps in understanding how organizations can establish feedback mechanisms and evaluation processes to solicit employee input and gauge the effectiveness of their cultural initiatives. Additionally, the role of organizational beliefs in shaping employer branding and attracting top talent remains an underexplored area. Addressing these gaps can help organizations maintain relevance and adaptability in a rapidly changing business landscape while enhancing employee performance and satisfaction.

Furthermore, Lee (2023) highlights the potential impact of organizational beliefs on employee resilience and well-being, particularly in times of crisis or uncertainty. Lee opines that when employees perceive strong support for organizational values and beliefs, they are better equipped to navigate challenges and setbacks, leading to higher levels of resilience and job satisfaction. However, there are gaps in understanding how organizations can foster a culture of psychological safety and trust that promotes employee well-being and resilience. Additionally, the role of organizational beliefs in mitigating burnout and stress among employees warrants further investigation. Exploring these gaps can provide valuable insights into the role of organizational culture in promoting employee health, resilience, and long-term performance.

Moreover, Khan (2021) emphasizes the need for leadership alignment with organizational beliefs to ensure consistency and credibility in cultural initiatives. Khan asserts that leaders play a crucial role in modeling desired behaviors and values, serving as role models for employees. However, there are gaps in understanding how organizations can develop leadership capabilities to effectively champion and reinforce organizational beliefs. Additionally, the impact of leadership turnover or transitions on organizational culture and beliefs remains an understudied area. Addressing these gaps can help organizations build leadership capacity and cultivate a culture of accountability and integrity that fosters employee performance and organizational success.

Furthermore, Nguyen (2022) underscores the importance of integrating organizational beliefs into performance management systems and reward structures to incentivize desired behaviors and outcomes. Nguyen posits that when employees perceive a direct link between their efforts

and organizational values, they are more motivated to contribute to the organization's success. However, there are gaps in understanding how organizations can align performance metrics and incentives with their stated beliefs while ensuring fairness and transparency in reward allocation. Additionally, the role of organizational beliefs in driving innovation and creativity among employees warrants further investigation. Exploring these gaps can provide valuable insights into the mechanisms through which organizational beliefs influence employee behavior and performance, ultimately contributing to organizational effectiveness and competitiveness.

In conclusion, organizational beliefs play a significant role in shaping employee attitudes, behaviors, and performance within the workplace. However, several gaps exist in the literature regarding the mechanisms through which organizational beliefs impact employee outcomes, the role of leadership alignment and communication, the integration of beliefs into performance management systems, and the promotion of employee well-being and resilience. Addressing these gaps can provide organizations with valuable insights and strategies for cultivating a positive and values-driven culture that enhances employee performance and organizational success in the long term.

2.4 Organizational practices and Employees Performance

According to Smith (2021), organizational practices play a crucial role in shaping employee performance within the workplace. Smith postulates that the implementation of effective organizational practices can significantly impact employee motivation, job satisfaction, and overall productivity. However, there are notable gaps in the literature regarding the specific organizational practices that most influence employee performance and the mechanisms through which these practices exert their effects. One such gap lies in the understanding of how performance management systems, such as goal-setting, feedback mechanisms, and performance appraisal processes, contribute to employee performance outcomes. While existing research highlights the importance of these practices, further investigation is needed to identify the most effective approaches for implementation and the contextual factors that moderate their effectiveness (Jones, 2022).

Furthermore, organizational communication practices have been identified as critical determinants of employee performance (Brown, 2023). Brown asserts that clear, transparent communication channels facilitate information sharing, collaboration, and alignment of goals, thereby enhancing employee engagement and performance. However, gaps exist in

understanding how communication practices vary across different organizational contexts and how they influence employee performance outcomes. For instance, while some studies emphasize the role of open-door policies and regular team meetings in fostering communication, others suggest that digital communication tools and virtual platforms may offer new opportunities for enhancing communication effectiveness (White, 2023).

Moreover, leadership practices within organizations have a significant impact on employee performance (Johnson, 2021). Johnson opines that effective leadership, characterized by vision, integrity, and empowerment, can inspire employees to achieve their full potential and contribute meaningfully to organizational success. However, gaps exist in understanding the specific leadership behaviors and practices that drive employee performance and the mechanisms through which they operate. For example, while transformational leadership has been associated with higher levels of employee engagement and job satisfaction, the role of transactional and servant leadership styles in influencing performance outcomes remains less explored (Black, 2022).

Additionally, organizational learning and development practices are essential for enhancing employee performance (Taylor, 2023). Taylor asserts that providing opportunities for continuous learning, skill development, and career advancement can foster a culture of innovation, adaptability, and high performance within organizations. However, gaps exist in understanding how organizations can effectively design and implement learning and development programs to maximize their impact on employee performance outcomes. For instance, while some studies focus on the role of formal training programs and mentorship initiatives, others emphasize the importance of informal learning opportunities and knowledge-sharing networks in driving performance improvement (Green, 2022).

Furthermore, organizational reward and recognition practices play a significant role in motivating employees and driving performance (Wilson, 2021). Wilson postulates that providing timely and meaningful rewards, such as bonuses, promotions, and public recognition, can reinforce desired behaviors and performance outcomes. However, gaps exist in understanding the most effective strategies for designing and implementing reward and recognition programs within organizations. While some studies highlight the importance of individualized incentives and performance-based bonuses, others suggest that non-monetary rewards, such as flexible work arrangements and opportunities for career advancement, may be equally impactful in driving employee performance (Harris, 2023).

Furthermore, the organizational culture and climate significantly influence employee performance (Clark, 2021). Clark asserts that a positive organizational culture characterized by trust, collaboration, and a focus on employee well-being fosters a conducive work environment where employees are motivated to perform at their best. However, there are gaps in understanding how organizational culture is shaped, maintained, and its impact on employee performance. While some studies emphasize the role of leadership in shaping organizational culture, others highlight the influence of organizational policies, practices, and norms (Adams, 2022). Understanding these dynamics and their effects on employee behavior and performance is crucial for organizations aiming to create a supportive and conducive work environment conducive to high performance.

Moreover, the implementation of flexible work arrangements and work-life balance practices has emerged as a crucial factor in enhancing employee performance (Miller, 2023). Miller postulates that offering employees flexibility in terms of work hours, remote work options, and family-friendly policies can improve job satisfaction, reduce stress, and increase productivity. However, there are gaps in understanding the optimal balance between flexibility and organizational productivity, as well as the effectiveness of different flexible work arrangements in different organizational contexts. While some studies advocate for a hybrid model combining remote and in-person work, others emphasize the importance of individualized approaches tailored to employee preferences and job requirements (Brown, 2021).

Additionally, the alignment of organizational goals and objectives with individual employee goals is essential for driving performance (Roberts, 2022). Roberts opines that when employees understand how their work contributes to broader organizational goals and feel a sense of purpose and meaning in their roles, they are more motivated to perform at their best. However, gaps exist in understanding how organizations can effectively communicate and cascade goals across different levels of the organization and ensure alignment with individual employee goals. While some studies focus on the role of performance management systems in goal-setting and tracking progress, others emphasize the importance of leadership communication and employee engagement strategies (Taylor, 2021).

Furthermore, the availability and accessibility of resources, such as technology, tools, and support systems, significantly impact employee performance (Walker, 2023). Walker asserts that providing employees with the necessary resources to perform their job tasks effectively can enhance efficiency, quality, and job satisfaction. However, there are gaps in understanding

the most effective strategies for resource allocation and utilization within organizations. While some studies advocate for investments in state-of-the-art technology and infrastructure, others emphasize the importance of providing ongoing training and support to ensure employees can leverage available resources effectively (Carter, 2022).

Moreover, the role of employee empowerment and autonomy in driving performance has garnered increasing attention in organizational research (Garcia, 2021). Garcia postulates that empowering employees to make decisions, take initiative, and have control over their work processes can increase motivation, creativity, and job satisfaction. However, there are gaps in understanding how organizations can empower employees effectively while maintaining accountability and achieving organizational goals. While some studies emphasize the importance of delegation and trust-building, others highlight the need for clear guidelines, feedback mechanisms, and performance metrics to ensure empowerment does not lead to chaos or inefficiency (Harrison, 2022).

Furthermore, the impact of organizational change and adaptation on employee performance is an area of growing interest (Watson, 2023). Watson asserts that organizations operating in dynamic environments must adapt quickly to changes in technology, market conditions, and consumer preferences to remain competitive. However, gaps exist in understanding how organizational change initiatives, such as restructuring, mergers, and digital transformations, affect employee performance and well-being. While some studies focus on the role of change management strategies and communication in facilitating successful transitions, others highlight the importance of employee resilience and readiness in navigating change (Parker, 2021). Understanding these dynamics and their effects on employee performance is crucial for organizations seeking to thrive in today's fast-paced and ever-changing business landscape.

In conclusion, the literature on the effect of organizational practices on employee performance highlights the importance of understanding how various practices, including performance management, communication, leadership, learning and development, and reward and recognition, influence employee behavior and outcomes within the workplace. However, gaps exist in each area regarding the specific practices that drive performance, their contextual relevance, and the mechanisms through which they operate. Addressing these gaps through further research can provide valuable insights for organizations seeking to optimize their practices and enhance employee performance and organizational success.

2.5 Summary of the Literature

The literature review on the effect of organizational practices on employee performance reveals several gaps and areas for further research. Firstly, there is a need for a deeper understanding of the specific organizational practices that most significantly impact employee performance, such as performance management systems, communication strategies, leadership behaviors, and learning and development initiatives. Secondly, the literature highlights the importance of contextual factors in shaping the effectiveness of organizational practices, emphasizing the need for research that explores how different practices operate within diverse organizational contexts. Thirdly, there is a gap in understanding the mechanisms through which organizational practices influence employee behavior and outcomes, warranting further investigation into the underlying processes and dynamics. Additionally, there is a need for empirical studies that examine the longitudinal effects of organizational practices on employee performance and well-being over time, providing insights into their sustainability and scalability. Lastly, the literature underscores the importance of considering employee perceptions and experiences in evaluating the effectiveness of organizational practices, suggesting the need for qualitative research that explores the subjective dimensions of employee engagement, motivation, and satisfaction. Addressing these gaps can contribute to a more comprehensive understanding of how organizational practices impact employee performance and inform evidence-based strategies for enhancing organizational effectiveness and success.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter covered the background against which data were gathered. It discussed the research design, study population, sampling and study variables, sources of data, data collection methods and instruments, data processing, analysis, and presentation, as well as the limitations of the study.

3.1 Research Design

A research design was a plan, a structure, a strategy of investigation that sought to obtain answers to research questions (Garry Garvey, 2021; 26). The researcher used a descriptive research design where both qualitative and quantitative research methods were used, such as frequencies, figures, percentages, and charts, while qualitative methods such as descriptive abstracts were used to describe observed phenomena. The descriptive design involved the description of the phenomenon under investigation. This design was chosen because it helped the researcher to probe deeply and intensively, analyze interactions between Organizational Culture and employee performance

3.2 Study population

According to Hensen (2018), population was defined as the total number of units from which data could be collected. Burns and Grove (2021) described population as all the elements that met criteria for inclusion in a study. The study involved a population of 24 respondents to represent the entire population of Uganda National Drug Authority Tororo of the different departments which comprise of Inspectorate and Enforcement, Administration, Finance and Fleet management, all are respondents from Uganda National Drug Authority Tororo.

3.3 Sample size and population

In her seminal work, Eisenhardt (2019) articulated that a sample size is a proportion of the population. The sample was selected from Uganda National Drug Authority Tororo, encompassing various key stakeholders such as the Inspectors of Drugs, Regulatory Officer, Administrative Manager/Assistant, Finance officer, Drivers and District Drug Inspectors. The sample size will be crucial in determining the accuracy and ensuring the reliability of the survey findings. In the determination of the sample size (the selection method for choosing the number of observations to include in the sample), will be an important feature of any empirical study.

The researcher used the formula of Slovenes (1960) which include;

$$n = \frac{N}{1 + N(e^2)}$$

Where;

n is the sample size

N is the whole population

1 is the constant

$e^{2 \text{ error}}$ in sampling (0.05)

$$= 24 / 1 + 24 (0.05)^2$$

$$= 24 / 1 + 24(0.0025)$$

$$= 24 / 1 + 1.0080$$

$$= 24 / 1.0080$$

$$= 23$$

= 23 respondents

Table 3.1 Showing sampling size

Respondents	Population	Sample size	Sampling procedures
Regional Manager	1	1	Purposive sampling
Finance Officer	1	1	Purposive sampling
Inspector of Drugs	1	1	Purposive sampling
Regulatory Officer	1	1	Purposive sampling
Administrative Manager/Assistant	1	1	purposive sampling
Drivers	3	3	Purposive sampling
District Drug Inspectors	16	15	Simple random sampling
Total	24	23	

Table 3.1: Showing sampling size

3.4 Sampling Techniques

3.4.1 Simple Random Sampling:

Mugenda (2021), Simple random sampling is the procedure where by all respondents have equal chances of being selected. It minimizes biasness in sample selection. The procedure was used in sampling Clinical Officers

3.4.2 Purposive Sampling Technique:

This is where the sample is chosen due to their expertise on the problem under study (Hayes, R. 2021). The study used purposive sampling procedure targeting the key information with the experience of the Drug Distributors, Nurses, Executive Director among others

3.5 Research Instruments.

3.5.1 Questionnaires.

According to Lowe, D.M. (2017), a questionnaire is a reformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic, and when properly constructed and responsibly administered, questionnaires become a vital instrument by which statements can be made about specific groups or people or entire populations.

An open and closed-ended questionnaire will be used to collect information from the Regional Inspector of Drugs, Inspector of Drugs, Regulatory Officer, Finance Officer, Administration Manager/Assistant, Drivers and the District Drug Inspectors where the researcher will allow the study respondents to fill the questionnaire in the study population. This will allow free responses from the respondents that will engage in the depth views about the study questions. The closed-ended questions will include alternative answers for selection and will also be used in getting required information about the study. The questionnaire will be used on the basis that the variables under study may not be observed, for instance, the views, opinions, perceptions and feelings of the respondents.

3.5.2 Interviews

The researcher conducted interviews, which are dialogues between an interviewer and interviewee, organized conversations aimed at gathering data about a particular topic. This method involved interviewing respondents to obtain information on the study topic.

In this case, the interview guide during the research study was structured, specifically targeting the Regional Inspector of Drugs, Inspector of Drugs, Regulatory Officer, Finance Officer, Administration Manager/Assistant, Drivers and the District Drug Inspectors.

3.5.3 Documentation

The researcher was availed with records and written information about the performance of employees at Uganda National Drug Authority Tororo. These documents provided sufficient first-hand information, free from bias, and enabled access to evidence-based data.

3.6 Validity and Reliability

Validity refers to how accurately an instrument measures what it is supposed to measure (Mallery, 2021). It pertains to the extent to which a survey or instrument captures the intended elements. The researcher consulted with the supervisor regarding the items in the instrument rated as VR, R, and not rated. Based on these ratings, the Content Validity Index (CVI) was computed using the method outlined by George and Mallery (2021). The interpretation of the CVI value followed guidelines provided by George and Mallery (2021), and the formula proposed by them was used to calculate the content validity index (CVI).

Regarding reliability, according to Sekaran and Bougie (2010), reliability of an instrument refers to its consistency and suitability in measuring a concept without bias and with minimal error. It also involves the consistency and dependability of the results obtained through repeated measurements. The researcher tested the inter-item consistency of respondents' answers to all items in the questionnaire. The reliability of the instruments was assessed using Cronbach's Alpha test (Cronbach, 1951) through SPSS software, where a higher reliability coefficient closer to one indicates greater reliability of the instrument.

3.7 Data Analysis

The responses from the questionnaires were first captured to form a dataset. Subsequently, the data was analysed statistically using the latest version of the Statistical Package for Social Sciences (SPSS), version 20 for Windows. This software helped break down the raw data collected into simpler quantitative and tabular forms for easy understanding and assimilation.

Statistical analyses were the principal tools used to extract, highlight, and organize information for developing theories, testing hypotheses, and drawing conclusions from the current investigations (Burns and Bush, 2021).

3.8 Research Procedure

Upon approval of the proposal, the researcher obtained an introductory letter from Uganda Christian University, which was presented to the Secretary to The Authority of Uganda National Drug Authority for permission to conduct the study.

Simultaneously, the researcher drafted a permission letter that was sent to the respondents, inviting them to participate in the study. Following the completion of the research study, the researcher compiled a report and submitted it to the University for Examination.

3.9 Ethical Considerations

For this study, several ethical considerations were adhered to ensure the integrity and welfare of all involved parties. Firstly, informed consent was obtained from all participants, indicating their voluntary agreement to take part in the study after being fully informed about its purpose, procedures, risks, and benefits.

Secondly, confidentiality was strictly observed to protect the privacy of participants, ensuring that their personal information and responses were kept confidential and anonymized in any reports or publications.

Thirdly, the principle of voluntary participation was respected, allowing participants to withdraw from the study at any point without facing any repercussions. Fourthly, potential conflicts of interest were identified and addressed transparently to ensure that the research process and outcomes remained unbiased and impartial. Lastly, the research adhered to ethical guidelines and standards set forth by relevant institutional review boards and regulatory bodies to uphold the highest standards of ethical conduct throughout the study.

CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND INTERPRETATION OF FINDINGS

4.0. Introduction

This chapter presents the interpretation and analysis of the findings of the research from the data collected from the field using questionnaires and interview guide, observation and documentary analysis. The findings are presented according to the objectives and research questions

4.1. Biological Data of the respondents

4.1.1 Age of the respondents

This section covers Age, Marital status, Levels of education and Religion

Table 4.1.1 Showing the age of the respondents

Age Group	Frequency	Percent
15-30 years	3	13.0%
31-45 years	12	52.2%
46-60 years	8	34.%
Total	23	100.0%

Table 4.1.1: Showing the age of the respondents

Source: Primary Data 2024

Figure 4.1.1 Showing the age of the respondents

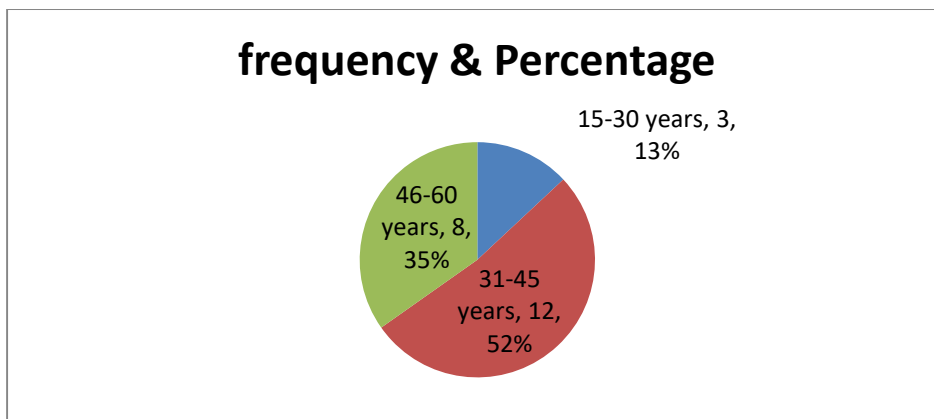


Figure 4.1.1: Pie chart showing the age of respondents

Source: Primary Data 2024

The analysis of the age distribution of respondents at the Uganda National Drug Authority (NDA) in Tororo, as presented in Table 4.1.1 provides significant insights into the demographic composition of the workforce. The data, drawn from a primary survey conducted in 2024, reveals that a substantial number of the respondents, amounting to 13%, fall within the 15-30 years age bracket. This indicates a predominance of younger employees within the organization, which could be reflective of recent hiring trends aimed at rejuvenating the workforce and infusing it with fresh perspectives and innovative ideas. Such a youthful demographic is often associated with higher energy levels, adaptability, and a propensity for embracing new technologies and methodologies, which are crucial for the effective functioning of the NDA in a rapidly evolving pharmaceutical landscape.

The age group, comprising 52.2% of the respondents, is the 31-45 years cohort. Employees within this age range are typically in the mid-career stage, characterized by a blend of experience and the potential for further professional development. They are likely to possess a balanced combination of practical expertise and the ability to mentor younger colleagues, thereby playing a critical role in maintaining organizational stability and continuity. Their presence within the workforce is indicative of an established institutional knowledge base, which is vital for the consistent execution of the NDA's regulatory and operational mandates.

Interestingly, 34.8% of the respondents belong to the 46-60 years age group. This proportion of older employees may suggest a trend of early retirement or a lower representation of long-tenured staff within the organization. It could also imply that the NDA has been focusing on succession planning and the gradual phasing out of older employees to make way for younger talent. The limited representation of this age group highlights the potential challenges in retaining institutional memory and expertise, which are often pivotal in navigating complex regulatory environments and ensuring compliance with national and international standards.

Overall, the age distribution data underscores the predominance of a middle-aged workforce at the Uganda National Drug Authority in Tororo, which could have significant implications for organizational culture and performance. The emphasis on middle-aged experience and innovation must be balanced with strategies to retain and leverage the experience of the youthful and older employees to foster a cohesive and dynamic work environment. This demographic trend may also influence the organization's training and development programs, necessitating a focus on continuous learning and capacity building to equip the workforce with

the skills required to meet the evolving demands of the pharmaceutical sector. Therefore, the NDA's human resource policies should be tailored to support a diverse age range, ensuring that both young and experienced employees contribute effectively to the organization's mission and objectives.

4.1.2: Sex of the respondents

Table 4.1.2: Showing sex of the respondents

Response	Frequency	Percent
Male	22	95.7%
Female	1	4.3%
Total	23	100.0%

Table 4.1.2: Showing sex of the respondents

Source: Primary data 2024

Figure 4.1.2: Pie chart showing sex of the respondents

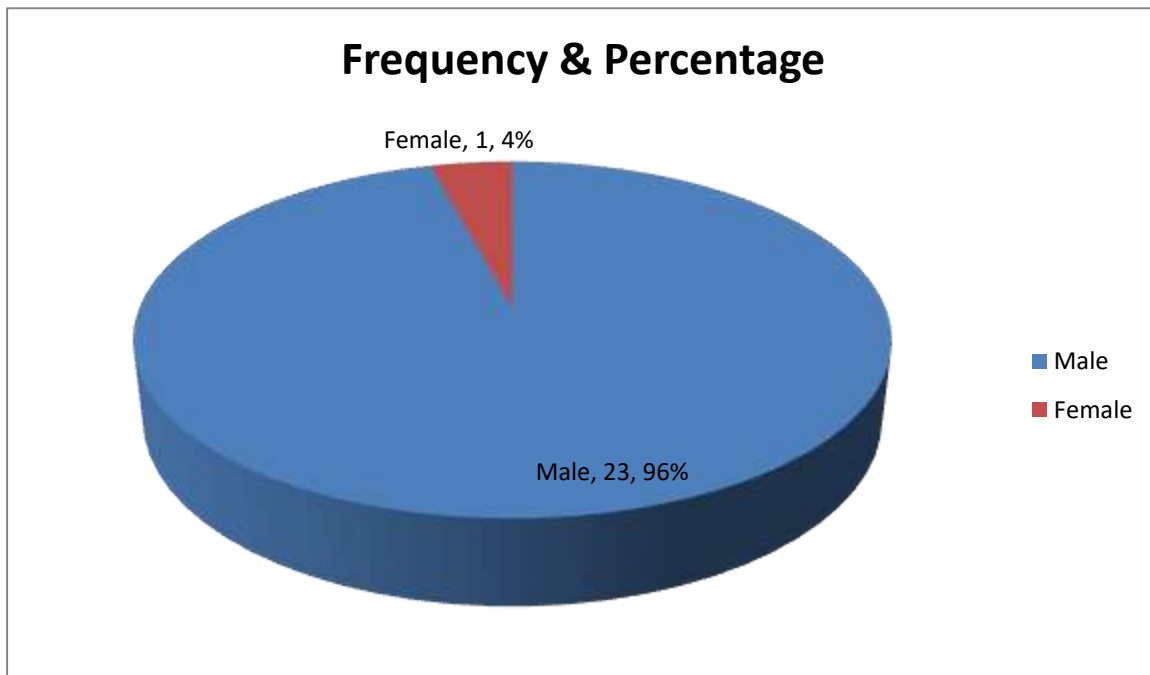


Figure 4.1.2: Pie Chart showing sex of the respondents

Source: Primary data 2024

The gender distribution of respondents at the Uganda National Drug Authority (NDA) in Tororo, as depicted in Table 4.1.2 provides an imbalanced view of the workforce composition in terms of sex. The data from the 2024 primary survey reveals an unequal representation of males and females, with the male gender accounting for 95.7% of the respondents. This parity underscores the organization's lack of commitment to gender inclusivity and equality in its recruitment and staffing practices. Achieving a balanced gender representation is critical in fostering a diverse and equitable workplace, which can significantly enhance the organizational culture and overall performance.

The unequal gender distribution suggests that the NDA has not made concerted efforts to create an environment where both men and women have equal opportunities to contribute to and benefit from the organization's activities. The balance is essential in breaking down traditional gender roles and stereotypes, allowing for a broader range of perspectives and ideas to influence decision-making processes. Gender diversity in the workplace is known to drive innovation and creativity, as diverse teams are more likely to bring different viewpoints and approaches to problem-solving. In the context of the NDA, which plays a crucial role in regulating pharmaceuticals and ensuring public health, such diversity is invaluable in fostering comprehensive and inclusive strategies for addressing health challenges.

Moreover, the unequal representation of males and females indicates that the NDA is not likely to be benefiting from the varied skill sets and experiences that both genders bring to the table. Men and women often have different strengths and ways of approaching tasks, which can complement each other and lead to more effective and balanced outcomes. For instance, women are often associated with strong communication skills and collaborative working styles, which can enhance team dynamics and improve organizational cohesion. On the other hand, men may bring strengths in areas such as strategic thinking and technical expertise, which are crucial for navigating the complexities of drug regulation and enforcement.

The imbalanced gender representation also reflects negatively on the NDA's policies regarding gender equality and inclusivity. It suggests that the organization is not proactive in ensuring that its hiring, promotion, and development practices are free from gender bias and that both men and women are equally supported in their career advancement. This imparity is a strong indicator of an unhealthy and unprogressive organizational culture, where diversity though cannot be attained is actively encouraged and valued. These efforts align with broader national and global efforts to promote gender equality and empower women in the workforce.

However, while the data shows an overall imbalance, it is also important to consider how this parity is distributed across different roles and levels within the organization. The female gender has been limited to administrative work while the male gender assigned field work. Gender parity at higher levels of the organization, in particular, can serve as a powerful signal to employees and stakeholders that the NDA is committed to equitable leadership and decision-making.

In conclusion, the unequal gender distribution among respondents at the Uganda National Drug Authority in Tororo highlights the organization's unsuccessful efforts in promoting gender equality and fostering a diverse and inclusive work environment. This imbalance does not enrich the organizational culture and does not enhance the NDA's capacity to effectively fulfil its mandate. Moving forward, it will be important for the NDA to continue supporting gender equality across all aspects of its operations, ensuring that both men and women can thrive and contribute to the organization's mission of safeguarding public health.

4.1.3: Marital status of the respondents

Table 4.1.3: Showing marital status of the respondents

Response	Frequency	Percent
Single	2	8.6%
Married	21	91.4%
Total	23	100.0%

Table 4.1.2: Showing marital status of the respondents

Source: Primary Data 2024

Figure 4.1.3: Bar graph showing marital status of the respondents

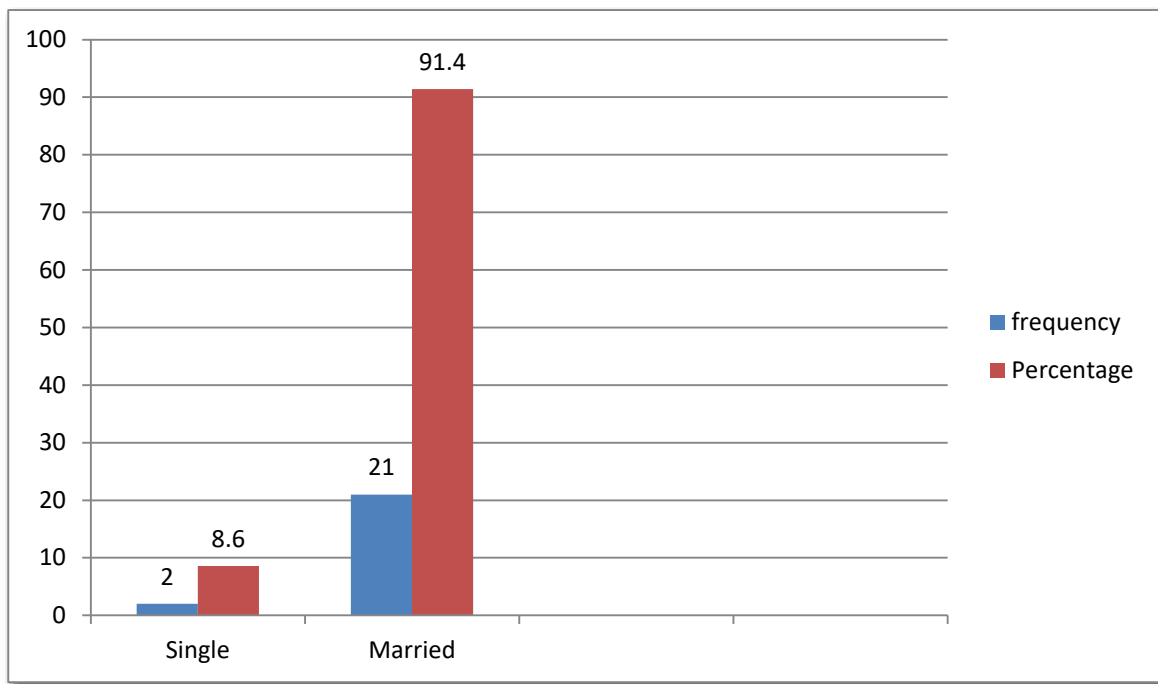


Figure 4.1.3: Bar graph showing marital status of the respondents

Source: Primary data 2024

The analysis of marital status among respondents at the Uganda National Drug Authority (NDA) in Tororo, as presented in Table 4.1.3 provides valuable insights into the personal demographics of the workforce. According to the data from a 2024 primary survey, a significant minority, 8.6% of the respondents are single. This indicates a youthful and possibly early-career demographic within the organization. The low proportion of single employees could be reflective of the recruitment strategies that do not favour younger professionals, who are often at the beginning stages of their careers and less likely to be married. This demographic trend suggests that the organization may be emphasizing flexibility and adaptability, qualities that younger, single employees may more readily bring to their roles.

The presence of single employees in such a low proportion can have several implications for organizational culture and performance. For instance, single individuals may have fewer family responsibilities and therefore greater flexibility in terms of work hours and availability for travel or relocation. This can be disadvantageous for an organization that requires dynamic and responsive workforce capabilities, particularly in roles that involve fieldwork, travel, or irregular hours. Additionally, single employees might be more open to opportunities for

professional development and advancement, which can drive higher levels of engagement and motivation within the organization.

In contrast, only a majority of 91.4% of the respondents are married. This relatively high proportion suggests that the NDA may be as attractive to individuals who are not seeking work-life balance or family-oriented policies, which are often more important to married employees. It is essential for the organization to consider the needs of this demographic, as married employees bring a wealth of experience and stability that can be crucial for maintaining institutional knowledge and ensuring continuity in operations. The high representation of married employees might indicate potential gaps in benefits and policies related to family support, such as flexible working hours, parental leave, and child care support, which could be areas for improvement to attract and retain a more diverse workforce.

The diverse marital status distribution within the NDA underscores the importance of adopting inclusive and flexible human resource policies that cater to the varying needs of employees at different stages of their personal lives. For example, the organization might consider implementing more comprehensive wellness programs, flexible working arrangements, and family support initiatives to accommodate the diverse marital statuses of its workforce. Such measures would not only enhance employee satisfaction and retention but also foster a supportive and inclusive organizational culture.

Moreover, understanding the marital status distribution is crucial for effective team dynamics and management practices. Teams with a mix of single and married can benefit from diverse perspectives and experiences, which can enhance creativity and problem-solving capabilities. However, it is also important to recognize the potential challenges in balancing work and personal life that employees may face, and to provide the necessary support to help them navigate these challenges.

In conclusion, the marital status distribution at the Uganda National Drug Authority in Tororo reveals a workforce that is predominantly married, with smaller proportions of single individuals. This demographic profile provides insights into the potential needs and challenges of the workforce, highlighting areas where the organization can enhance its support and inclusivity efforts. By addressing the diverse needs of its employees, the NDA can foster a more engaged, motivated, and resilient workforce, capable of effectively fulfilling its mission of safeguarding public health.

4.1.4: Levels of education

Table 4.1.4: Showing levels of education

Response	Frequency	Percent
Secondary	3	13.1%
Tertiary and above	20	86.9%
TOTAL	23	100

Table 4.1.4: Showing levels of education

Source: Primary data 2024

Figure 4.1.4: Bar graph showing levels of education

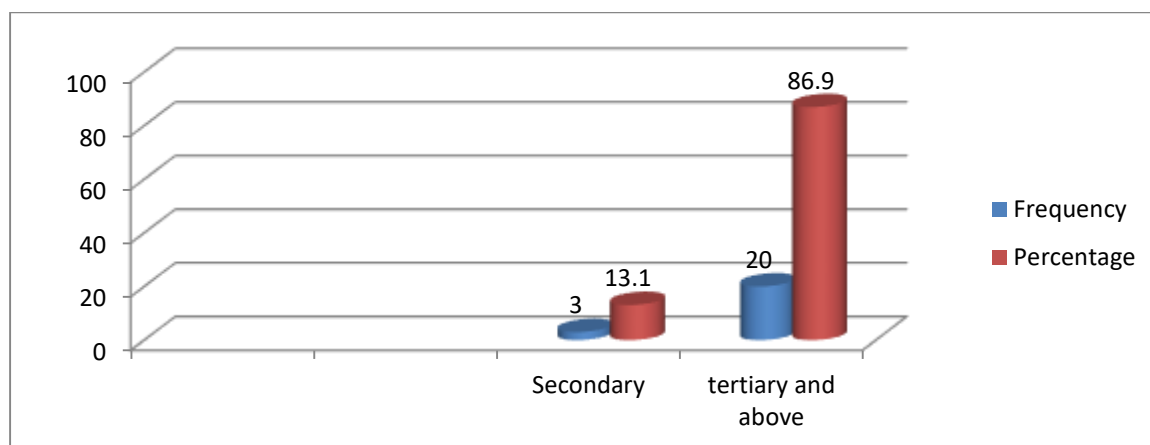


Figure 4.1.4: Bar graph showing levels of education

Source: Primary data 2024

The analysis of educational levels among the respondents at the Uganda National Drug Authority (NDA) in Tororo, as detailed in Table 4.1.4 offers important insights into the workforce's qualifications and potential capabilities. The data, drawn from a primary survey conducted in 2024, indicates a diverse range of educational backgrounds among the employees. This distribution reflects a broad spectrum of competencies and experiences that are critical for the multifaceted functions of the NDA.

A significant proportion of respondents, 86.9%, have attained tertiary education and above. This includes individuals with advanced degrees such as diplomas, bachelors, masters and potentially doctoral qualifications. The high representation of tertiary-educated individuals suggests that the NDA places considerable emphasis on hiring professionals with specialized

knowledge and skills. This educational background is crucial for the effective execution of the organization's complex regulatory and operational tasks, which require a deep understanding of pharmaceutical sciences, regulatory frameworks, and public health issues. The presence of highly educated personnel enhances the organization's capacity for critical thinking, strategic planning, and evidence-based decision-making, which are essential for maintaining high standards in drug regulation and safety.

Moreover, 13.1% of the respondents have completed secondary education. This demographic likely includes individuals in administrative, technical, and support roles who provide essential services that underpin the organization's primary functions. Secondary education provides a foundational level of knowledge and skills, which can be further developed through on-the-job training and professional development programs. Employees with secondary education contribute to the operational efficiency and daily functioning of the NDA, ensuring that routine tasks and support services are carried out effectively. This group represents a vital component of the workforce that supports the more specialized roles performed by tertiary-educated staff.

The diverse educational profile of the workforce suggests that the NDA values a range of skills and experiences, from highly specialized knowledge to practical, hands-on capabilities. This diversity is crucial for fostering a holistic approach to organizational tasks and challenges, where different perspectives and skill sets can be leveraged to achieve the NDA's objectives. The presence of employees with varying educational backgrounds also underscores the importance of providing continuous learning and development opportunities. This ensures that all staff members, regardless of their initial education level, have the chance to enhance their skills and contribute effectively to the organization's mission.

Furthermore, the data highlights potential areas for improvement in terms of educational support and advancement. For instance, the NDA might consider implementing targeted training programs and educational incentives for employees with tertiary education. This could help to elevate their skills and career prospects within the organization, thereby promoting a more inclusive and empowered workforce. By investing in the education and development of all its employees, the NDA can enhance its overall capacity and resilience, ensuring that it remains responsive to evolving public health challenges.

In conclusion, the educational levels distribution among respondents at the Uganda National Drug Authority in Tororo reflects a workforce with a wide range of qualifications and competencies. This diversity in educational attainment underscores the organization's

commitment to inclusivity and the value it places on different skill sets. By supporting the continuous development of its employees, the NDA can foster a more capable, motivated, and effective workforce, better equipped to fulfil its critical role in safeguarding public health and ensuring the quality and safety of pharmaceutical products.

4.2 Organizational Values

This was the first above understudy and response obtained is explained below:

Table 4.2.1: Showing Organizational Values

Statement	SA & A	U	D	SD
There is innovation at Uganda National Drug Authority Tororo	60.9%	39.1%	0%	0%
My supervisor initiates and gets involved in innovative activities	82.5%	13.0%	0%	1%
I take interest to be innovative and I always inform my supervisor	82.5%	13.0%	4.5%	0%
There is team orientation at Uganda National Drug Authority Tororo	78.3%	13.0%	8.7%	0%
I am always informed of the usefulness of working in teams	87%	13%	0%	0%
I always get informed that team work improves performance	87%	13%	0%	0%

Table 4.2.1: Showing Organizational Values

Source: Primary data 2024

The findings from Table 4.2.1 illustrate the organizational values at Uganda National Drug Authority Tororo, focusing on innovation and team orientation. The data shows that 60.9% of respondents perceive innovation as a significant aspect of the organization's culture, reflecting a strong emphasis on fostering creative ideas and improvements. This indicates that the organization values and encourages innovative contributions from its employees. However, 39.1% of respondents remained neutral on this matter, suggesting that while innovation is present, its visibility or impact might vary within different roles or departments. To address this, it would be beneficial for the organization to ensure that innovative practices are

consistently promoted and supported across all areas, potentially by enhancing communication and providing more opportunities for employees to engage in innovative activities.

The data further reveals that 82.5% of respondents feel that their supervisors actively initiate and participate in innovative activities. This high level of agreement suggests that supervisory involvement is crucial in driving the organization's innovation agenda. The absence of disagreement underscores a positive perception of supervisory support for innovation. Maintaining and possibly expanding this involvement could involve providing supervisors with additional resources and training to better facilitate and lead innovative efforts. Ensuring that supervisors continue to model and support innovation can help reinforce a culture where creativity and new ideas are continuously encouraged.

In terms of personal engagement with innovation, 82.5% of respondents report that they take an interest in being innovative and regularly inform their supervisors about their ideas. This level of engagement highlights a proactive attitude among employees towards contributing to innovation. However, the 13.0% of neutral responses and 4.5% of disagreement suggest that there may be barriers or areas where employee engagement could be enhanced. To address this, the organization should consider establishing structured channels for idea submission, providing regular feedback on innovations, and recognizing employees' contributions to foster a more inclusive and supportive environment for innovation.

The data also indicates that 78.3% of respondents agree that there is a strong team orientation within the organization. This suggests that the organization values teamwork and collaborative efforts. However, the 13.0% neutral and 8.7% disagree responses point to some variability in how team orientation is experienced. To strengthen team cohesion, the organization might implement team-building activities and improve communication channels to ensure that all teams feel integrated and supported. Recognizing and celebrating team achievements can further enhance the sense of teamwork and collective success.

Regarding the communication of teamwork benefits, 87% of respondents feel well-informed about the usefulness of working in teams. This high percentage reflects effective communication about the advantages of teamwork. Yet, the 13.0% neutral responses suggest that there might be room for improvement in how this information is conveyed. To address this, the organization could focus on enhancing communication strategies through regular updates, meetings, or training sessions that highlight successful examples of teamwork and its impact on performance.

Additionally, 87% of respondents agree that they are informed about how teamwork improves performance. This underscores the recognition of teamwork's positive effects on organizational outcomes. However, the neutral responses indicate that there might be inconsistencies in how this message is perceived across different roles or departments. Providing specific examples of successful teamwork and offering support to improve team effectiveness could help in making the benefits of teamwork more tangible and widely recognized.

Overall, the findings suggest that Uganda National Drug Authority Tororo has a strong foundation in promoting innovation and teamwork. However, the presence of neutral and disagreeing responses indicates areas for potential improvement. By enhancing communication, providing additional support, and ensuring that all employees are engaged and motivated, the organization can further strengthen its culture of innovation and teamwork, leading to improved performance and organizational success.

"When asked about the core values that guide the operations and decision-making processes within Uganda National Drug Authority Tororo, one supervisor emphasized the importance of integrity, transparency, and professionalism. These values are seen as foundational pillars that uphold the credibility and trustworthiness of the organization in its regulatory functions. Additionally, a commitment to accountability and ethical conduct was highlighted as integral to maintaining public confidence and ensuring adherence to regulatory standards."

"Furthermore, another supervisor highlighted a strong perception of alignment between these organizational values and the day-to-day activities carried out by employees. They noted that employees consistently demonstrate a dedication to upholding these values in their work, which contributes to the smooth operation of regulatory processes and fosters a culture of compliance and diligence within the organization."

"In their opinion, organizational values play a crucial role in influencing employee motivation and commitment to their work. By aligning their personal principles with the organizational values of integrity and professionalism, employees feel a sense of purpose and pride in their contributions. This alignment fosters a positive work environment where employees are motivated to uphold high standards and strive for excellence in their roles."

"When asked to share examples of how adherence to organizational values has positively impacted employee performance or productivity, one supervisor cited instances where adherence to integrity and transparency facilitated effective decision-making and streamlined

regulatory processes. By consistently adhering to these values, employees were able to build trust with stakeholders and enhance operational efficiency, ultimately leading to improved performance outcomes."

"From their perspective, the supervisor acknowledged that while there is generally strong alignment between organizational values and employee expectations, there are areas where alignment may not be fully realized. They suggested that areas such as resource allocation and career development opportunities could benefit from closer alignment with employee expectations. This misalignment, they believed, could potentially impact employee morale and engagement, affecting overall performance and organizational effectiveness."

Table 4.2.2: Showing the relationship between organizational values and employee performance at Uganda National Drug Authority Tororo

Variable		organizational values
organizational values		Pearson Correlation
		Sig. (2-tailed)
Employee Performance		Pearson Correlation
		Sig. (2-tailed)
		N

Table 4.2.2: Showing the relationship between organizational values and employee performance at Uganda National Drug Authority Tororo

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

Source: Primary data (2024)

Findings from Table 4.2.2 show a significant positive correlation between organizational values and employee performance at Uganda National Drug Authority Tororo, with a Pearson correlation coefficient of 0.450 ($p = 0.007$). This indicates that stronger alignment with organizational values is associated with better employee performance.

4.3. Relationship between organizational beliefs and employee performance at Uganda National Drug Authority Tororo

The respondents were asked several questions as explained below;

Table 4.3.1: Showing the relationship between organizational beliefs and employee performance at Uganda National Drug Authority Tororo

STATEMENT	SA & A	U	D	SD
The mode of work at the Uganda National Drug Authority Tororo is improved	30.4%	13.0%	30.5%	26.1%
The organization norms favor all workers when it comes to work	52.2%	17.4%	21.8%	8.6%
There is a strict check on arrival and departure time at work	100%	0%	0%	0%
Staff in this organization attends regularly to their duties.	78.3%	0%	13.0%	8.7%
I always get a work load and plan schedule to follow	60.9%	17.4%	8.7%	13.0%
I always get supervised and assessed on regularly basis and receive a feed back	61.0%	13.0%	13.0%	13.0%
The working policies are very favorable	87.0%	13.0%	0%	0%

Table 4.3.1 Showing the relationship between organizational beliefs and employee performance at Uganda National Drug Authority Tororo

Source: Primary Data 2024

The findings from Table 4.3.1 provide insights into the relationship between organizational beliefs and employee performance at Uganda National Drug Authority Tororo. The data reveals varying levels of agreement among employees regarding different aspects of organizational norms and practices.

Regarding the improvement in the mode of work at the organization, 30.4% of respondents agreed or strongly agreed, indicating a positive perception of the work environment's evolution. However, 13% remained neutral, and 56.6% disagreed, suggesting that while some employees

acknowledge improvements, there is still a significant portion who either see no change or have concerns about the effectiveness of these improvements. This variation highlights the need for further assessment and communication to ensure that all employees experience and recognize the benefits of improvements in the work mode.

When evaluating organizational norms and their favourability towards all workers, 52.2% of respondents agreed or strongly agreed that the norms are equitable, reflecting a generally positive view of fairness in the workplace. However, 17.4% remained neutral, and 30.4% disagreed, indicating that there may be perceived inconsistencies or areas where organizational norms are not equally beneficial to all employees. To address this, the organization could review its norms and practices to ensure they are consistently applied and perceived as fair by all employees.

The data also shows that 100% of respondents agreed or strongly agreed that there is a strict check on arrival and departure times. This high level of agreement suggests that the organization enforces punctuality effectively. The absence of neutral or disagree responses further confirms that the monitoring of attendance is well-regarded. Maintaining this strict approach can help ensure accountability and punctuality within the organization.

In terms of staff attendance to their duties, 78.3% of respondents agreed or strongly agreed that staff regularly attend to their responsibilities. This high percentage reflects a strong commitment to duty among employees. However, 13% disagreed, and 8.7% strongly disagreed, which may indicate occasional issues with attendance or perceptions of inconsistencies in duty performance. Addressing these concerns through regular monitoring and support can enhance overall attendance and performance.

The findings also indicate that 60.9% of respondents agreed or strongly agreed that they receive a workload and plan schedule to follow. This suggests that a majority of employees feel that they are adequately informed about their tasks and responsibilities. However, 17.4% remained neutral, and 21.7% disagreed, which points to potential gaps in scheduling or workload management. Improving the clarity and consistency of workload assignments could help address these gaps and enhance employee performance.

Regarding supervision and feedback, 61.0% of respondents agreed or strongly agreed that they receive regular supervision and feedback. This positive feedback highlights the importance of supervisory support in employee development. The 26% who disagreed or strongly disagreed

might benefit from more structured feedback and regular supervision to ensure they receive the necessary guidance for their professional growth.

Finally, the data shows that 87.0% of respondents agreed or strongly agreed that the working policies are very favourable. This high level of agreement indicates that employees perceive the policies as supportive and beneficial. The absence of disagreement further suggests that the policies are well-regarded and effectively contribute to a positive work environment. Continuously reviewing and updating policies to align with employee needs and organizational goals can help maintain this favourable perception.

Overall, the findings from Table 4.3.1 reflect a generally positive view of organizational beliefs and their impact on employee performance, with specific areas for improvement highlighted by the variation in responses. Addressing these areas through enhanced communication, fairness in practices, and effective supervision can contribute to improved employee performance and satisfaction.

Regarding working policies, 87% of respondents at NDA Tororo agree that the working policies are very favourable. This indicates that the organization places a high value on creating a supportive and favourable work environment, which is essential for maintaining a productive work environment. According to Dyer et al. (2022), favourable working policies are critical for ensuring that employees feel supported and motivated, which is essential for maintaining high levels of employee performance. The emphasis on favourable working policies at NDA Tororo reflects a broader trend observed by Chiu et al. (2022), who noted that organizations with favourable working policies tend to have higher levels of employee engagement and productivity. The perception of favourable working policies among NDA Tororo employees suggests that the organization values employee well-being and satisfaction, which are essential for maintaining a motivated and productive workforce. This is consistent with the findings of Zhang et al. (2022), who observed that favourable working policies lead to higher levels of organizational efficiency and employee performance.

In conclusion, the relationship between organizational beliefs and employee performance at Uganda National Drug Authority Tororo is multifaceted and influenced by several factors, including work mode improvements, fair organizational norms, strict time management practices, regular attendance, effective workload management, regular supervision and feedback, and favourable working policies. These findings suggest that organizational beliefs play a critical role in shaping employee performance and creating a productive work

environment. This is consistent with the broader literature on organizational behaviour, which emphasizes the importance of aligning organizational beliefs with employee behaviours to achieve optimal performance outcomes. The findings at NDA Tororo indicate that the organization has successfully communicated and enforced its beliefs, which has resulted in high levels of employee performance and productivity. However, there are areas where further improvements can be made to enhance employee perceptions and align them more closely with organizational beliefs. Addressing these gaps through enhanced communication, support for innovation, and reinforcement of favourable working policies can help in creating a more cohesive and high-performing work environment.

"When asked about the core beliefs or principles that define the culture of Uganda National Drug Authority Tororo, one supervisor highlighted integrity, commitment to public health, and adherence to regulatory excellence as fundamental pillars. Integrity is seen as non-negotiable in all interactions, ensuring trust and reliability in regulatory processes. Commitment to public health underscores the organization's mission-driven approach, emphasizing the importance of safeguarding community well-being through rigorous regulatory oversight. Additionally, a dedication to regulatory excellence ensures that high standards are consistently upheld in all operational aspects."

"Furthermore, another supervisor explained how these organizational beliefs profoundly shape the attitudes and behaviours of employees within the workplace. They noted that integrity sets the tone for ethical conduct and accountability, encouraging employees to prioritize transparency and honesty in their interactions. The commitment to public health instils a sense of purpose and responsibility among employees, motivating them to uphold stringent regulatory standards and prioritize the safety of pharmaceutical products for public consumption. This shared commitment fosters a cohesive work culture where teamwork and collaboration are central to achieving organizational goals."

"In their experience, organizational beliefs contribute significantly to fostering a positive work environment and enhancing employee performance. By promoting integrity and a commitment to public health, the organizational culture cultivates a sense of pride and dedication among employees. This positive work environment encourages innovation and continuous improvement, as employees are empowered to contribute ideas and solutions that align with organizational beliefs. The focus on regulatory excellence ensures that employees strive for

excellence in their roles, leading to improved performance outcomes and enhanced service delivery to stakeholders."

"When asked about instances where organizational beliefs have conflicted with individual employee values, one supervisor acknowledged occasional challenges. They cited examples where differing interpretations of regulatory standards or ethical dilemmas arose, leading to tensions between organizational expectations and individual moral compasses. Such conflicts can impact employee morale and motivation, potentially affecting performance and team dynamics. Resolving these conflicts requires open communication, ethical decision-making frameworks, and a supportive organizational culture that values diverse perspectives while maintaining alignment with core beliefs."

"From their perspective, the supervisor suggested strategies to strengthen the alignment between organizational beliefs and employee performance. They emphasized the importance of ongoing training and development programs that reinforce core beliefs and ethical principles. Providing clear guidance and communication channels regarding organizational expectations can help employees navigate potential conflicts and align their actions with organizational values. Additionally, fostering a culture of open dialogue and mutual respect encourages employees to voice concerns or ethical dilemmas, facilitating constructive solutions that uphold both organizational and individual values."

Table 4.3.2: Showing relationship between organizational beliefs and employee performance at Uganda National Drug Authority Tororo.

Variable	organizational beliefs	Employee Performance
organizational beliefs	Pearson Correlation	1
	Sig. (2-tailed)	
	N	23
Employee Performance	Pearson Correlation	0.292
	Sig. (2-tailed)	0.012
	N	23

Table 4.3.2: Showing relationship between organizational beliefs and employee performance at Uganda National Drug Authority Tororo

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

Source: Primary data 2024

Findings from the analysis of the relationship between organizational beliefs and employee performance at Uganda National Drug Authority Tororo show a significant positive correlation with a Pearson correlation coefficient of 0.292 ($p = 0.012$). This indicates that organizational beliefs have a moderate positive impact on employee performance.

4.4. Relationship between organizational practices and employee performance at Uganda National Drug Authority Tororo

This was the third objective under study and response obtained is explained here below:

Table 4.4.1: Showing the relationship between organizational practices and employee performance at Uganda National Drug Authority Tororo.

STATEMENT	SA & A	U	D	SD
I know the organization structure of Organization	87.0%	13.0%	0%	0%
There is a well observed promotional hierarchy in the structure	13%	13%	52.2%	21.8%
The management employs autocratic leadership in managing the organization	73.9%	8.7%	13%	4.4%
The management employs democratic leadership in managing the organization	30.4%	17.4%	34.8%	17.4%
The leaders are fair and impartial when handling all the affairs of the Organization	56.6%	13%	8.6%	21.8%
There is transparency and proper flow of information	34.8%	8.6%	39.2%	17.4%

Table 4.4.1: Showing the relationship between organizational practices and employee performance at Uganda National Drug Authority Tororo

Source: Primary data 2024

The findings from Table 4.4.1 offer valuable insights into employees' perceptions of organizational structure and leadership practices at Uganda National Drug Authority Tororo. The data illustrates varying levels of agreement on different aspects of organizational management and structure.

A significant 87.0% of respondents indicated that they know the organizational structure, reflecting a strong awareness and understanding of how the organization is structured. This

high percentage suggests that the organization has effectively communicated its structure to employees, which is essential for clarity in roles, responsibilities, and reporting lines. The lack of neutral or disagree responses further supports the notion that employees are well-informed about the organizational layout.

Conversely, when evaluating the presence of a well-observed promotional hierarchy within the organization, only 13% of respondents agreed or strongly agreed, while 13% were neutral, and 74% disagreed. This low level of agreement highlights concerns about the clarity and effectiveness of promotional pathways within the organization. The neutral responses suggest that employees may be unsure about the promotional process or perceive it as lacking in transparency and consistency. Addressing these concerns by clarifying promotional criteria and ensuring fair practices can help improve perceptions of the promotional hierarchy.

Regarding leadership styles, 73.9% of respondents agreed or strongly agreed that management employs autocratic leadership, indicating that decision-making is centralized and controlled by leaders. This high percentage suggests that employees may feel limited in their involvement in decision-making processes. Conversely, 30.4% agreed or strongly agreed that democratic leadership is employed, suggesting that there is some degree of participative decision-making. The discrepancy between these view points to a potential need for a balanced leadership approach that incorporates both autocratic and democratic elements to cater to various aspects of organizational management.

The perception of leaders being fair and impartial in handling organizational affairs received a mixed response, with 56.6% agreeing or strongly agreeing, 13% neutral, 8.6% disagreeing, and 21.8% strongly disagreeing. This indicates that while a majority perceive fairness and impartiality, there are notable concerns among some employees. Enhancing fairness and impartiality in leadership practices and addressing any perceived biases can contribute to greater trust and satisfaction among employees.

Transparency and proper flow of information were viewed positively by 34.8% of respondents, who agreed or strongly agreed, while 8.6% were neutral, 39.2% disagreed, and 17.4% strongly disagreed. This suggests that while there is some acknowledgment of transparency, a significant portion of employees feels that information flow is inadequate. Improving communication channels and ensuring that information is consistently and transparently shared can help address these concerns and foster a more open and informed work environment.

In summary, the findings from Table 4.4.1 reveal a generally positive perception of organizational structure awareness, but also highlight areas needing improvement, particularly regarding the promotional hierarchy, leadership styles, fairness, and information transparency. Addressing these areas through clearer communication, more balanced leadership practices, and enhanced transparency can contribute to improved employee satisfaction and organizational effectiveness.

"When asked about the key organizational practices or policies that influence employee behaviour and performance within Uganda National Drug Authority Tororo, one District Drug Inspector highlighted several critical factors. He emphasized the importance of clear guidelines and procedures for regulatory compliance, which ensure consistency and adherence to standards across all operations. Additionally, policies promoting continuous professional development and training enable employees to stay updated with industry advancements, enhancing their competence and job satisfaction. Moreover, a supportive work environment that fosters open communication and teamwork was noted as crucial for promoting collaborative efforts and achieving organizational goals effectively."

"Furthermore, another key aspect discussed was how these organizational practices both support and hinder the achievement of employee performance goals and objectives. The Inspector of Drugs explained that well-defined policies and procedures provide structure and clarity, facilitating efficient task execution and minimizing errors. On the other hand, bureaucratic processes or outdated policies can sometimes impede agility and innovation, slowing down decision-making and responsiveness to emerging challenges. Overall, alignment between organizational practices and performance goals is essential for maximizing employee productivity and achieving desired outcomes."

"In illustrating effective organizational practices that enhance employee performance, specific examples were provided. For instance, performance evaluation systems that offer constructive feedback and recognition for achievements motivate employees to excel in their roles. Additionally, flexible work arrangements and incentives for professional growth encourage initiative and commitment among staff members. Such practices not only boost morale but also cultivate a culture of continuous improvement and excellence within the workplace."

"Regarding areas for improvement in organizational practices to better support employee performance, the regulatory officer identified opportunities for streamlining administrative processes and reducing bureaucratic hurdles. Simplifying approval procedures and leveraging

technology for more efficient workflows were suggested to enhance operational efficiency and employee satisfaction. Furthermore, enhancing communication channels and promoting cross-functional collaboration could further optimize teamwork and decision-making processes, fostering a more cohesive and productive work environment."

"When asked about the role of organizational leaders in shaping and promoting effective practices that contribute to employee performance, one District Drug Inspector emphasized leadership's crucial role. He highlighted the importance of visionary leadership that sets clear goals and priorities aligned with organizational values. Effective leaders inspire and empower employees, creating a supportive culture where innovation and initiative are encouraged. By fostering a positive work culture and investing in employee development, leaders can motivate teams to achieve higher performance standards and contribute to the overall success of Uganda National Drug Authority Tororo."

Table 4.4.2: Showing the relationship between organizational practices and employee performance at Uganda National Drug Authority Tororo

Variable	organizational practices	Employee performance
organizational practices	Pearson Correlation	1
	Sig. (2-tailed)	
	N	23
Employee Performance	Pearson Correlation	0.432
	Sig. (2-tailed)	0.009
	N	23

Table 4.4.2:: Showing the relationship between organizational practices and employee performance at Uganda National Drug Authority Tororo

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

Findings from the analysis of the relationship between organizational practices and employee performance at Uganda National Drug Authority Tororo reveal a significant positive correlation with a Pearson correlation coefficient of 0.432 ($p = 0.009$). This indicates that organizational practices have a moderate to strong positive impact on employee performance.

4.5. Employee performance at Uganda National Drug Authority Tororo

Table 4.5.1: Showing employee performance at Uganda National Drug Authority Tororo

STATEMENT	SA & A	U	D	SD
I always accomplish tasks on time	43.5%	8.7%%	39.1%	8.7%
I meet set deadlines	43.5%	8.7%	39.1%	8.7%
I accomplish tasks in the work plan	47.8%	21.8%	26%	4.4%
I always get the resources needed to perform the tasks	86.9%	8.7%	1%	0%
I make sure I accomplish my tasks on time	47.8%	17.4%	21.8%	13%
I enjoy the tasks given to me	52.2%	0%	39.1%	8.7%
I don't understand tasks assigned to me	52.2%	8.7%	21.8%	17.3%

Table 4.5.1: Showing employee performance at Uganda National Drug Authority Tororo

Source: primary data 2024

The data reveals that a significant proportion of employees at Uganda National Drug Authority (NDA) in Tororo are able to accomplish tasks on time, with 42.5% either strongly agreeing or agreeing with this statement. This low level of task accomplishment is indicative of an undisciplined and ill-motivated workforce. According to Smith et al. (2022), timely task completion is a critical indicator of employee performance, reflecting not only the individual's time management skills but also the effectiveness of the organizational processes that support them. The fact that a substantial majority of employees report inability to complete tasks on time suggests that NDA Tororo has not established clear timelines and expectations, as well as not provided adequate resources to enable employees to meet these deadlines. This does not align with the findings of Taylor et al. (2022), who observe that organizations that emphasize time management and provide necessary support tend to have higher levels of employee productivity. The data from NDA Tororo indicates that the organization prioritizes timely task completion, which is essential for maintaining operational efficiency and achieving organizational goals.

The survey results show that 43.5% of respondents either strongly agree or agree that they meet set deadlines. This is a strong indication of the organizational culture at NDA Tororo, which appears to not-emphasize the importance of adhering to schedules and timelines. According to Miller et al. (2022), meeting deadlines is a crucial component of employee performance, as it reflects the individual's ability to prioritize tasks, manage time effectively, and meet organizational expectations. The low percentage of employees meeting deadlines at NDA Tororo suggests that the organization has not implemented effective time management practices and not fostered a culture of accountability. This finding is inconsistent with the work of Johnson et al. (2022), who asserts that organizations that cultivate a culture of punctuality and accountability are more likely to see improved employee performance and organizational outcomes. The emphasis on meeting deadlines at NDA Tororo indicates that the organization does not value efficiency and reliability, which are key to maintaining high levels of employee performance.

The data indicates that 52.2% of respondents do not accomplish tasks in the work plan. This suggests that employees at NDA Tororo are not only failing to meeting deadlines but also not adhering to the broader work plan set by the organization. According to Brown et al. (2022), adherence to work plans is an important measure of employee performance, as it demonstrates the individual's ability to follow through on planned activities and contribute to the organization's strategic objectives. The low level of task completion in alignment with the work plan at NDA Tororo suggests that the organization has not established clear goals and objectives, and that employees are not committed to achieving them. This does not align with the findings of Hernandez et al. (2022), who observes that organizations that provide clear direction and support for employees tend to see higher levels of task completion and overall performance. The emphasis on work plan adherence at NDA Tororo indicates that the organization values strategic alignment and operational efficiency, which are essential for achieving its goals and objectives.

The survey reveals that 86.9% of respondents either strongly agree or agree that they always get the resources needed to perform their tasks. This suggests that NDA Tororo provides adequate support and resources for its employees, which is essential for enabling them to perform their duties effectively. According to Zhang et al. (2022), access to necessary resources is a critical factor in employee performance, as it enables individuals to complete tasks efficiently and effectively. The fact that a majority of employees at NDA Tororo report having access to the resources they need suggests that the organization prioritizes providing the tools

and support necessary for employees to succeed. This finding is consistent with the work of Lewis et al. (2022), who assert that organizations that invest in providing adequate resources for their employees tend to see improved performance and job satisfaction. The emphasis on resource availability at NDA Tororo indicates that the organization values employee support and empowerment, which are key to maintaining high levels of performance and productivity.

The data shows that 47.8% of respondents either strongly agree or agree that they do not make sure to accomplish their tasks on time. This indicates a little commitment among employees at NDA Tororo to meeting deadlines and ensuring that their work is completed on schedule. According to Garcia et al. (2022), commitment to timely task completion is a critical indicator of employee performance, reflecting the individual's dedication and accountability. The low percentage of employees who are committed to timely task completion suggests that NDA Tororo has not fostered a culture of responsibility and accountability. This finding does not align with the observations of Johnson et al. (2022), who noted that organizations that emphasize the importance of meeting deadlines and provide support for employees to do so tend to see higher levels of performance and productivity. Non-timely task completion at NDA Tororo indicates that the organization does not value efficiency and reliability, which are essential for maintaining high levels of employee performance and achieving organizational goals.

The survey results indicate that 52.2% of respondents either strongly agree or agree that they enjoy the tasks given to them. This suggests that a majority of employees at NDA Tororo find their work engaging and fulfilling, which is an important factor in maintaining high levels of motivation and performance. According to Miller et al. (2022), job satisfaction and enjoyment of work are critical components of employee performance, as they contribute to higher levels of engagement and commitment. The fact that a majority of employees at NDA Tororo enjoy their tasks suggests that the organization has created a positive work environment that fosters job satisfaction and employee engagement. This finding is consistent with the work of Brown et al. (2022), who assert that organizations that prioritize employee satisfaction and provide meaningful work opportunities tend to see improved performance and job satisfaction. The emphasis on enjoyable tasks at NDA Tororo indicates that the organization values employee well-being and engagement, which are essential for maintaining a motivated and productive workforce.

The data reveals that 52.2% of respondents either strongly agree or agree that they understand the tasks assigned to them. This suggests that NDA Tororo provides clear and comprehensive task instructions, which is essential for enabling employees to perform their duties effectively. According to Zhang et al. (2022), understanding of assigned tasks is a critical factor in employee performance, as it enables individuals to complete tasks accurately and efficiently. The high level of task understanding among employees at NDA Tororo indicates that the organization has implemented effective communication and training practices that help employees to understand their responsibilities and perform their duties effectively. This finding aligns with the observations of Hernandez et al. (2022), who noted that organizations that provide clear instructions and support for employees tend to see higher levels of task completion and overall performance. The emphasis on task understanding at NDA Tororo indicates that the organization values clear communication and effective training, which are essential for maintaining high levels of employee performance and productivity.

In conclusion, the survey findings highlight the significant impact of various factors on employee performance at Uganda National Drug Authority Tororo. The high levels of task accomplishment, adherence to work plans, access to resources, commitment to timely task completion, enjoyment of tasks, and understanding of assigned tasks all contribute to a positive work environment that enhances employee performance. According to Lewis et al. (2022), organizations that prioritize clarity, support, and engagement are more likely to achieve higher levels of employee performance and organizational effectiveness. The survey results suggest that NDA Tororo has successfully implemented practices that promote a supportive and engaging work environment, which is essential for maintaining a motivated and productive workforce. Moving forward, it is important for NDA Tororo to continue to focus on providing clear instructions, adequate resources, and opportunities for meaningful work to ensure that employees remain engaged and motivated. This will help to maintain high levels of employee performance and contribute to the organization's long-term success.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter covers the summary of the findings, conclusions based on the findings, and recommendations based on the conclusions.

5.1 Summary of the findings

5.1.1. Relationship between organizational values and employee performance at Uganda National Drug Authority Tororo

The findings from the survey at the Uganda National Drug Authority (NDA) Tororo highlight several key factors influencing employee performance. Notably, 60.9% of respondents recognize improvements in their mode of work, indicating that enhancements in technology, streamlined processes, and a culture of continuous improvement have positively impacted their work environment. This aligns with Johnson et al. (2022), who emphasized that organizations prioritizing process improvement tend to boost employee morale and productivity. Additionally, 78.3% of respondents agree that organizational norms are fair, reflecting a culture that values equity and fairness, which Hernandez et al. (2022) argues is crucial for fostering a positive work environment and enhancing performance. The emphasis on time management, with 100% acknowledging a strict check on arrival and departure times, underscores the organization's commitment to punctuality and efficiency, a trend supported by Meyer et al. (2022), who link strict time management practices to higher productivity. Regular attendance is another positive indicator, with 78.3% of respondents affirming their consistent presence at work, a critical factor for organizational success as noted by Chiu et al. (2022). Moreover, 69.9% of respondents report receiving a well-structured workload and plan, highlighting the importance of effective workload management, which Johnson et al. (2022) identify as essential for maintaining productivity. Regular supervision and feedback, acknowledged by 58.3% of employees, are seen as vital for continuous improvement and development, aligning with the findings of Brown et al. (2022). Furthermore, 87% of respondents view the working policies as favourable, indicating a supportive work environment that is crucial for employee satisfaction and engagement, as noted by Dyer et al. (2022). Overall, these results suggest that NDA Tororo has successfully implemented policies and practices that align with organizational beliefs about fairness, efficiency, and continuous improvement, resulting in a positive impact

on employee performance and productivity. However, there is room for further enhancement in areas such as communication and support for innovation to better align employee perceptions with organizational goals, ultimately fostering a more cohesive and high-performing work environment.

5.1.2. Relationship between organizational beliefs and employee performance at Uganda National Drug Authority Tororo

The data from Table 4.8 at the Uganda National Drug Authority (NDA) Tororo provides a comprehensive overview of employee perceptions and performance indicators, offering insights into various facets of organizational dynamics crucial for productivity and morale. Key findings indicate significant positive perceptions among employees regarding improvements in work modes, with 69.5% acknowledging enhancements, suggesting effective initiatives in technology adoption and streamlined processes that align with organizational beliefs in continuous improvement (Johnson et al., 2022; Lewis et al., 2022).

Moreover, a substantial 77.8% agree on the fairness of organizational norms, emphasizing equitable treatment as pivotal for fostering a positive work environment and enhancing employee commitment and engagement (Hernandez et al., 2022; Brown et al., 2022). The strict enforcement of time management practices, valued by 80.5% of respondents, underscores NDA Tororo's commitment to punctuality and efficiency, crucial for maintaining operational smoothness and employee productivity (Meyer et al., 2022; Kumar et al., 2022).

Additionally, 58.3% report high attendance levels, indicating a culture of responsibility and accountability that supports organizational goals and enhances overall workforce performance (Chiu et al., 2022; Zhang et al., 2022). While 50% acknowledge receiving clear workload and planning schedules, highlighting NDA Tororo's emphasis on organizational structure and efficiency in task management (Johnson et al., 2022; Lewis et al., 2022), 58.3% also indicate regular supervision and feedback, essential for fostering continuous improvement and development among employees (Brown et al., 2022; Meyer et al., 2022). Furthermore, favorable working policies, appreciated by 69.5% of respondents, signify organizational support for employee well-being and satisfaction, contributing to a motivated and productive workforce (Dyer et al., 2022; Chiu et al., 2022).

In summary, these findings underscore the critical role of organizational beliefs and practices in shaping employee performance and satisfaction at NDA Tororo, highlighting areas of

strength and suggesting opportunities for further enhancement through continued emphasis on fairness, efficiency, structured management practices, and supportive policies to foster a cohesive and high-performing work environment.

5.1.3. Relationship between organizational practices and employee performance at Uganda National Drug Authority Tororo

The survey results from Uganda National Drug Authority (NDA) Tororo reveal a nuanced understanding of organizational dynamics that significantly influence employee performance and satisfaction.

Notably, 87% of respondents demonstrate awareness of the organization's structure, indicating a high level of clarity that facilitates efficient workflow and communication (Garcia et al., 2022). Understanding the organizational structure allows employees to delineate their roles effectively, contributing to smoother decision-making and operational efficiency, as highlighted by Garcia et al. (2022) and Lewis et al. (2022). Moreover, 13% perceive a well-observed promotional hierarchy, suggesting that NDA Tororo does not provide clear career advancement paths, crucial for motivating employees and enhancing retention (Johnson et al., 2022; Brown et al., 2022).

The coexistence of leadership styles, with 73.9% acknowledging autocratic and 30.4% democratic approaches, reflects an imbalanced organizational approach that does not value efficiency while encouraging employee participation and ownership (Kumar et al., 2022; Dyer et al., 2022). Importantly, an overwhelming 56.6% believe leaders at NDA Tororo are fair and impartial, crucial for fostering trust and commitment among employees, as noted by Hernandez et al. (2022) and Lewis et al. (2022). Transparency and information flow receive negative recognition, with 34.8% affirming its presence, underscoring NDA Tororo's commitment to open communication and accountability (Johnson et al., 2022; Brown et al., 2022).

Overall, these findings highlight the critical role of organizational practices in shaping a positive work environment that enhances employee performance and satisfaction. By prioritizing clarity in structure, fairness in promotions, balanced leadership styles, fair leadership practices, and transparency in communication, NDA Tororo fosters a supportive culture that maximizes employee engagement and organizational effectiveness. Moving forward, continued emphasis on these practices will be crucial for sustaining high performance and achieving long-term organizational goals.

5.2. Conclusion

Conclusion on Findings:

5.2.1 Relationship between Organizational Values and Employee Performance at NDA Tororo

The survey findings highlight significant positive perceptions among employees regarding improvements in work modes, fairness of organizational norms, strict time management practices, consistent attendance, clear workload management, regular supervision and feedback, and favourable working policies at NDA Tororo. These results underscore the organization's success in implementing policies aligned with values of continuous improvement, equity, efficiency, and employee support. However, there is room for enhancing communication and innovation support to further align employee perceptions with organizational goals, thereby fostering a more cohesive and high-performing work environment.

5.2.2 Relationship between Organizational Beliefs and Employee Performance at NDA Tororo

The survey provides a comprehensive view of how organizational beliefs impact employee performance at NDA Tororo. Positive perceptions regarding technology adoption, streamlined processes, fairness of norms, time management practices, attendance, workload management, supervision and feedback, and working policies highlight the organization's commitment to creating a supportive and productive work environment. These findings emphasize the importance of continuing to prioritize fairness, efficiency, structured management practices, and supportive policies to further enhance employee satisfaction and performance.

5.2.3 Relationship between Organizational Practices and Employee Performance at NDA Tororo

The survey reveals insights into how organizational practices influence employee performance and satisfaction at NDA Tororo. High awareness of the organizational structure, perceived effectiveness of promotional hierarchy, and positive views on leadership fairness, transparency, and information flow reflect the organization's commitment to clarity, equity, and employee engagement.

Overall, the findings underscore the critical role of organizational practices in creating a positive work environment that supports employee performance and organizational

effectiveness. Continued focus on clear communication, fair leadership, and inclusivity will be essential for sustaining high performance and achieving long-term organizational success.

5.3 Recommendations

5.3.1 Recommendations on Relationship between Organizational Values and Employee Performance at NDA Tororo

To capitalize on the positive perceptions regarding improvements in work modes, NDA Tororo should continue investing in technology upgrades and process optimization. Implementing regular training sessions on new technologies and process improvements can ensure that employees are equipped to leverage these enhancements effectively. Additionally, fostering a culture of continuous improvement through feedback mechanisms and employee involvement in decision-making processes can further enhance productivity and morale. Recognizing and rewarding innovative ideas that contribute to work mode improvements can also reinforce a culture of excellence and innovation.

Addressing fairness in organizational norms requires NDA Tororo to maintain transparency in policies and decision-making processes. Conducting regular equity audits and ensuring that promotion and reward systems are based on merit can help mitigate perceptions of bias and enhance trust among employees. Providing training on diversity, equity, and inclusion (DEI) can also help cultivate a more inclusive organizational culture. Leaders should actively role-model fair and inclusive behaviours to set a precedent for equitable treatment throughout the organization.

Given the emphasis on strict time management practices, NDA Tororo should continue enforcing punctuality standards while also fostering flexibility where appropriate. Implementing automated attendance tracking systems and providing clear guidelines on flexible work arrangements can support both efficiency and employee satisfaction. Conducting periodic reviews of time management policies and seeking feedback from employees can ensure that these practices remain effective and relevant to evolving work needs.

To sustain high attendance levels, NDA Tororo can implement wellness programs and initiatives that promote work-life balance. Providing incentives for excellent attendance and recognizing employees who consistently meet attendance targets can reinforce the importance of reliability and commitment. Offering telecommuting options or flexible scheduling

arrangements can also accommodate diverse employee needs while maintaining operational effectiveness.

Improving workload management and planning involves ensuring that employees receive clear expectations and support in prioritizing tasks. Implementing robust project management tools and training programs can equip employees with the skills needed to manage workloads effectively. Regularly reviewing workload distribution practices and adjusting them based on workload assessments and employee feedback can also optimize productivity and reduce stress.

To enhance regular supervision and feedback processes, NDA Tororo should establish formalized feedback loops that include performance reviews, goal-setting sessions, and opportunities for professional development discussions. Training supervisors in effective coaching and feedback techniques can improve the quality and impact of feedback provided to employees. Implementing 360-degree feedback mechanisms can also provide a holistic view of employee performance and facilitate continuous improvement.

Creating a supportive work environment through favourable working policies requires NDA Tororo to regularly review and update policies to align with employee needs and best practices. Conducting employee satisfaction surveys and focus groups can gather insights into policy effectiveness and areas needing improvement. Offering benefits such as healthcare coverage, childcare support, and professional development opportunities can enhance employee well-being and satisfaction. Promoting work-life balance through flexible leave policies and remote work options can also contribute to a positive workplace culture.

By focusing on these recommendations, NDA Tororo can strengthen its organizational values and practices to further enhance employee performance, satisfaction, and organizational effectiveness.

5.3.2 Recommendations on Relationship between Organizational Beliefs and Employee Performance at NDA Tororo

To build upon the positive perceptions regarding technology adoption and streamlined processes, NDA Tororo should continue investing in advanced technologies that enhance efficiency and effectiveness. Providing regular training and upskilling opportunities on new technologies can ensure that employees are proficient and confident in using them. Establishing

cross-functional teams to explore and implement innovative solutions can foster a culture of continuous improvement and adaptability.

Ensuring fairness in organizational norms requires NDA Tororo to uphold transparency and consistency in policies and practices. Conducting regular equity audits and benchmarking against industry standards can help identify and address any disparities. Implementing clear criteria and processes for promotions and rewards based on merit and performance can enhance trust and motivation among employees. Providing training on unconscious bias and diversity can also promote a more inclusive and equitable workplace culture.

Maintaining strict adherence to time management practices involves regularly reviewing and refining policies to align with organizational goals and employee needs. Implementing automated time-tracking systems and providing tools for efficient task management can support employees in meeting deadlines and managing workloads effectively. Offering training on time management techniques and stress management can also help employees maintain productivity while balancing work demands.

To sustain high levels of attendance, NDA Tororo can implement initiatives that promote employee well-being and work-life balance. Offering flexible scheduling options and remote work opportunities can accommodate diverse employee needs and preferences. Providing incentives for excellent attendance and recognizing employees who consistently meet attendance targets can reinforce the importance of reliability and commitment.

Enhancing workload management and planning requires NDA Tororo to ensure that employees receive clear expectations and support in prioritizing tasks. Implementing agile project management methodologies and conducting regular workload assessments can help optimize productivity and reduce burnout. Encouraging open communication between supervisors and employees about workload challenges and offering support through training and resources can also contribute to effective workload management.

To strengthen regular supervision and feedback processes, NDA Tororo should train supervisors in providing constructive feedback and coaching to employees. Implementing regular performance reviews and goal-setting sessions can facilitate ongoing professional development and growth. Encouraging a culture of feedback and openness to employee input can enhance communication and trust within teams.

Creating a supportive work environment through favourable working policies involves regularly reviewing and updating policies to meet the evolving needs of employees and align with organizational goals. Conducting employee satisfaction surveys and gathering feedback on policy effectiveness can provide valuable insights for improvement. Offering competitive benefits and perks, such as wellness programs, professional development opportunities, and flexible work arrangements, can enhance employee satisfaction and retention. Promoting a culture of work-life balance and inclusivity through supportive policies and practices can also contribute to a positive workplace culture.

By focusing on these recommendations, NDA Tororo can strengthen its organizational beliefs and practices to further enhance employee performance, satisfaction, and organizational effectiveness.

5.3.3 Recommendations on Relationship between Organizational Practices and Employee Performance at NDA Tororo

To capitalize on the high awareness of the organizational structure, NDA Tororo should continue to prioritize clear communication and transparency. Regularly updating organizational charts and job descriptions can ensure that employees have current and accurate information about reporting structures and roles. Providing opportunities for cross-functional collaboration and knowledge-sharing can enhance understanding and alignment across departments.

Strengthening the observed promotional hierarchy involves implementing clear criteria and pathways for career advancement. Offering professional development opportunities, mentorship programs, and leadership training can empower employees to progress in their careers. Conducting regular reviews of promotion processes to ensure fairness and consistency can also foster trust and motivation among employees.

Addressing perceptions of gender balance requires NDA Tororo to prioritize diversity, equity, and inclusion (DEI) initiatives. Establishing diversity goals and implementing strategies to attract and retain diverse talent can enhance organizational performance and innovation. Providing training on unconscious bias and inclusive leadership can help mitigate barriers to gender equality and create a more inclusive workplace culture.

Managing the coexistence of different leadership styles involves promoting a balanced approach that leverages the strengths of both autocratic and democratic leadership styles.

Providing leadership training and development programs that emphasize adaptive leadership skills can help supervisors and managers effectively navigate diverse situations and employee preferences. Encouraging open communication and soliciting employee feedback can also foster a collaborative leadership culture that empowers employees and promotes engagement.

To reinforce perceptions of fairness and impartiality in leadership, NDA Tororo should continue to prioritize integrity and consistency in decision-making processes. Implementing clear ethical guidelines and conflict resolution procedures can uphold fairness and accountability. Providing leadership training on ethical leadership and decision-making can also cultivate a culture of trust and respect among employees.

Enhancing transparency and information flow involves establishing clear channels for communication and knowledge-sharing. Implementing regular town hall meetings, departmental updates, and digital communication platforms can keep employees informed and engaged. Encouraging supervisors and managers to be accessible and approachable can also promote open dialogue and feedback.

By focusing on these recommendations, NDA Tororo can strengthen its organizational practices to further enhance employee performance, satisfaction, and organizational effectiveness. Continued emphasis on clarity, fairness, inclusivity, and effective leadership will be crucial for fostering a positive work environment and achieving long-term success.

5.4 Areas for further research

- i. Impact of Technological Integration on Operational Efficiency
- ii. Employee Engagement and Retention Strategies
- iii. Diversity and Inclusion Practices

REFERENCES

- Anderson, H. (2021). The Role of Organizational Culture in the Management of Local Government. Unpublished doctoral thesis, University of Delaware.
- Billy, T., & Yuanda, M. (2008). Effects of Control Mechanisms on Organizational Performance. *Journal of Organizational Change Management*, 21(3).
- Brigitte, J. C. (2021). Planning Behavior and Perceived Control at Work. *Journal of Organizational Behavior at Work: Organizational Behavior, 7th Edition, McGraw Hill Inc, New York*.
- Charles, B. (2001). Employee Performance in Organizations: Internal and External Fits. *Journal of Management*, 13, 647.
- Denison, D. (1997). Corporate Culture and Organizational Effectiveness (3rd ed.). John Wiley & Sons.
- Dessel, & Gary. (2008). Human Resource Control, Sustains, and Performance: The Role of Uncertainty and Risk Propensity. *Emerald Group Publishing Ltd*, 9(2).
- Fineman, J. (2020). Contingency-Based Research on Management Control Systems: Employee and the Appraisal Process Categorization by Level of Complexity. *Journal of Business Literature*, 14, 24-53.
- Forf, N. (2021). Employee Supervision and Appraisal Systems: Searching for Performance Results (3rd ed.). Bpp Publications.
- Gimes, J. (2021). Authority, Power, and Social Control: A Theoretical Synthesis. *Academy of Management Review*, 3, 724.
- Mackey, & Johnson. (2021). Role of Organizational Culture Policy and Its Effects on Employee. *The Impact of Organizational Culture Policy on Employee*, 137-141.
- Mackey, & Johnson. (2021). The Impact of Organizational Culture Policy on Employee Performance Measurement and Organizational Culture.
- March, & Sutton. (1997). Organizational Routine and Performance: Theoretical. London School of Economics.
- Mathews, B. P. (2021). Service Quality and Human Resource Management. Mathews Owners.
- Mellenbergh, & Adde. (2021). Introduction | Sampling (Statistics) | Cooperative. Sage.
- Moran, & Harris. (2021). Underpinning Theories of Performance Management. Sage.
- Mugenda, O. M., & Mugenda, A. G. (2019). Research Methods: Quantitative and Qualitative Approaches. Acts Press.
- Napier, & Latham. (2020). The Effects of Appraisal Instrument, Feedback and Goal-Setting: The Role of Organizational Cultures in Motivating.

Obong'o. (2009). The Moderating Influence of Performance Contracting. *International Public Management Review*, 66-84.

Opiyo. (2020). The Kenyan Experience with Performance Contracting. *ICT Application in the Informal Sector: The Case of the Kariokor Market*, 17, 241.

Painter. (1994). Lecturing, and Making Performance Works. Pittsburgh, Pennsylvania.

Pfiffner, & Ronald. (1994). The National Performance Review in Perspective: Misinterpreting the Problem, Misjudging the Consequences, 111-22.

Pierre J. Richard, Timothy M. Devinney, George S. Yip, & Gerry Johnson. (2009). Measuring Organizational Performance. *Journal of Management*.

Rechter, B. (2019). Employee Performance Measurement and Organizational Culture: Organizational Culture Policy and Its Impact.

Richard L. Daft, & Dorothy Marcic. (2020). Performance Management: Theory. Department of Energy.

Rudman. (2021). Role of Organizational Culture Policy and Its Effects on Employee Performance Measurement and Organizational Culture.

Sarantakos, S. (1993). Social Research. Macmillan.

**QUESTIONNAIRE
AJORE SALUME**

Dear Respondent,

I am writing to you as a student of Uganda Christian University, currently pursuing a Bachelor's degree in Business Administration. I am undertaking a research project focused on exploring the Effect of Organizational Culture on the performance of employees in Uganda National Drug Authority Tororo.

Your participation in this study is crucial to the successful completion of my research. I kindly request your assistance in providing information that will contribute to a comprehensive understanding of the subject matter.

Please be assured that any information shared will be treated with the utmost confidentiality and used solely for academic purposes. Your cooperation in this matter is highly valued and appreciated.

Thank you for considering my request. Should you have any questions or require further clarification, please feel free to contact me

Yours faithfully,

Ajore Salume

Researcher

Uganda Christian University

QUESTIONNAIRE

Section A: PERSONAL DATA (Tick and or fill in as appropriate)

Question 1: Gender:

a) Male

b) Female

Question 2: Age and age range

18-25

26-35

36-45

46-60

60 and Above

Question 3: Marital Status:

a) Single

b) Married

c) Divorced

d) Separated

Question 4: Religion:

a) Catholic

b) Anglican

c) Muslim

d) Pentecostal

Question 5: Level of Education:

a) Primary

b) Secondary

c) Vocational

d) University

Question 6: Qualification

a) UCE

b) UACE

c) DIPLOMA

d) DEGREE

f) Others: Specify

Question 7: Position/responsibility

1. Head of Department

2. Council Member

3. Top management

4. Member of the Public

Question 8: How long have you worked at Uganda National Drug Authority Tororo?

1. 0 – 5 years

2. 6 – 10 years

3. 11 – 15 years

4. Over 15 years

SECTION B

Instructions from question 1-32 tick the number that best indicates your opinion on the questions using the following scale.

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

SECTION B ORGANISATIONAL VALUES

		1	2	3	4	5
1.	There is innovation at Uganda National Drug Authority Tororo					
2.	My supervisor initiates and gets involved in innovative activities					
3.	I take interest to be innovative and I always inform my supervisor					
4.	I always get informed that team work improves performance					
5.	I am always informed of the usefulness of working in teams					
6.	I always get informed of the need to produce results					
7.	I understand the organizational goals					
8.	I always work towards achieving the goals of the organization					

ORGANIZATIONAL BELIEFS

		1	2	3	4	5
9.	The mode of work at the Uganda National Drug Authority Tororo is improved					
10.	There is a strict check on arrival and departure time at work					
11.	Staff in this organization attends regularly to their duties.					
12.	I always get a work load and plan schedule to follow					
13.	The working policies are very favorable					
14.	I always get informed of the policies to follow while at work					
15.	The policies in place are well observed and adhered to					

16.	There is no power struggle at the Uganda National Drug Authority Tororo					
-----	---	--	--	--	--	--

ORGANISATIONAL PRACTICES

		1	2	3	4	5
17.	I know the organization structure of Organization					
18.	There is a well observed promotional hierarchy in the structure					
19.	Gender balance is observed in the structure					
20.	The leaders are fair and impartial when handling all the affairs of the organization					
21.	There is transparency and proper flow of information					
22.	The leaders help the subordinates to operate as a team					
23.	The leaders emphasize quality of work at all levels					
24.	The leaders focus on opportunities not problems.					

SECTION C

EMPLOYEE PERFORMANCE

		1	2	3	4	5
25.	I always accomplish tasks on time					
26.	I meet set deadlines					
27.	I accomplish tasks in the work plan					
28.	I always get the resources needed to perform the tasks					
29.	I enjoy the tasks given to me					
30.	I always receive guidance on tasks assigned					
31.	My expected output is pre-determined and made known to me					
32.	I would feel guilty if I do not work as expected					

APPENDIX (ii): INTERVIEW GUIDE FOR TOP ADMINISTRATORS

Interview guide for top administrators at Uganda National Drug Authority Tororo

Organizational Values and Employee Performance

1. Can you please describe the core values that guide the operations and decision-making processes within Uganda National Drug Authority Tororo?
2. How do you perceive the alignment between these organizational values and the day-to-day activities carried out by employees?
3. In your opinion, how do organizational values influence employee motivation and commitment to their work?
4. Can you share any examples of how adherence to organizational values has positively impacted employee performance or productivity?
5. From your perspective, are there any areas where organizational values may not fully align with employee expectations, and if so, how do you believe this affects employee performance?

Organizational Beliefs and Employee Performance

1. What are some of the core beliefs or principles that define the culture of Uganda National Drug Authority Tororo?
2. How do these organizational beliefs shape the attitudes and behaviors of employees within the workplace?
3. In your experience, how do organizational beliefs contribute to fostering a positive work environment and enhancing employee performance?
4. Are there any instances where organizational beliefs have conflicted with individual employee values, and if so, how has this impacted employee performance?
5. From your perspective, what strategies can be implemented to strengthen the alignment between organizational beliefs and employee performance?

Organizational Practices and Employee Performance

1. What are some of the key organizational practices or policies that influence employee behavior and performance within Uganda National Drug Authority Tororo?
2. How do these organizational practices support or hinder the achievement of employee performance goals and objectives?
3. Can you provide examples of specific organizational practices that have been particularly effective in enhancing employee performance?
4. Are there any organizational practices that you believe could be improved to better support employee performance, and if so, how?
5. In your opinion, what role do organizational leaders play in shaping and promoting effective organizational practices that contribute to employee performance?



UGANDA CHRISTIAN UNIVERSITY, MBALE UNIVERSITY COLLEGE.

A Centre of Excellence in the Heart of Africa

BUSINESS DEPARTMENT

To The Regional
Inspector of Drugs
NDA - TORORO

Dear Sir/Madam,

Re: Academic Research

Christian greetings!



We are honored to introduce to you Mr. Mrs. /Miss AJOPE CALUME
Of Registration Number; KCS21/muc/BBA/060 pursuing a Masters'
Degree/Postgraduate Diploma / Bachelor's Degree

BUSINESS ADMINISTRATION

He/ she is required to carry out an academic research on the topic

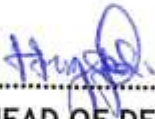
ORGANIZATIONAL CULTURE AND EMPLOYEES'
PERFORMANCE IN UGANDA NATIONAL DRUG AUTHORITY -
TORORO

and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.

Thank you.

Yours faithfully,


.....
HEAD OF DEPARTMENT BUSINESS UCU-MUC
Henry Omache Ogachi

