

**CORPORATE CULTURE AND EMPLOYEE PERFORMANCE IN
TELECOMMUNICATION COMPANIES: A CASE STUDY OF
AIRTEL BRANCH IN NTUNGAMO DISTRICT**

BY

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DECLARATION

I, **NIMUSIIMA HONEST** do declare that this report titled; "Corporate Culture and Employee performance in Telecommunication Companies; a case study of Airtel branch in Ntungamo District" herein is presented in its original form and has not been presented to any other university or institution for any academic award whatsoever.

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APPROVAL

This is to certify that this research study titled; "Corporate Culture and Employee performance in Telecommunication Companies; A case of Airtel branch in Ntungamo District" has been done under my supervision and submitted for examination with my approval.

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Date

25 / 7 / 2025

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DEDICATION

I dedicate this research to my family of Mr. Karimukiza Patrick for their financial, emotional & spiritual guidance during my studies. May God bless you abundantly.

ACKNOWLEDGEMENT

I would like to acknowledge the following; Dr. Habaasa Ivan Akatwijuka (my research supervisor), My family, for the academic, and moral support they all rendered to me during the research period. I have no other ways of extending my heartfelt love to you. May God reward you abundantly.

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ABSTRACT

The study was about corporate culture and employee performance in telecommunication companies; a case of Airtel branch in Ntungamo District. The objectives of this study were; to assess the effect of involvement on employee performance in selected telecommunication companies, to examine the effect of consistency on employee performance in selected telecommunication companies and to analyze the effect of adaptability on employee performance in the selected telecommunication companies. The study used a cross-sectional research design employing both qualitative and quantitative approaches. A sample size of 88 respondents fully responded to questions administered to them. The study tested the first hypothesis; “There is no significant effect between involvement and employee performance in telecommunication companies in Ntungamo District” and it was rejected. This is because there was a high positive relationship between involvement and employee performance whereby an improvement in organization’s involvement increases on the performance of employees. The study therefore concluded that involvement positively affects employee performance in telecommunication companies. The study tested the second hypothesis: “There is no significant relationship between consistency and performance of employees in selected telecommunication”, and it was rejected. This is because there was a positive significant positive relationship between consistency and employee performance. The study further found that adaptability and employee performance were found to have a significant relationship. Lastly, according to the results presented in chapter four, mission and employee performance were found to have a significant positive relationship. Thus, the hypothesis that stated that mission does not have a significant effect on employee performance is rejected. The study recommended that there is need to build and improve teamwork. Putting a team in place to connect with each other, not just on a work level, but also on a friendship level, is beneficial towards more effective teamwork in the future. Team-building exercises are an easy way to get the team on the same level, familiar with one another, and better at communicating in a variety of environments. Planning out-of-office retreats and exercises for the team is also a great way to encourage better teamwork.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter presented the background, statement of the problem, purpose of the study, specific objectives of the study, research questions, conceptual framework, significance of the study, justification of the study, scope of the study, and operational definitions of terms.

1.1.0 Background of the Study

1.1. 1 Historical perspective

According to Voss and Gruber (2006), in order for institutions to deliver high-quality services to clients, staff must be informed, well-organized, encouraging, helpful, concerned about the requirements of students, approachable, experienced, friendly, and have good communication skills. Providing high-quality services will help boost productivity. In Kenya, most companies have started adopting the use of the BSC (Balanced Score Card) as a way of improving employee performance (Malinga, 2004). In Ethiopia, there is growing interest in the use of the BSC in more firms (Tessema, 2005). In Uganda organisations have faced significant employee performance challenges during recent years Kagaari, (2013). These Most organizations in Kenya have for instance begun to use the BSC (Balanced Score Card) as a tool for enhancing employee performance (Malinga, 2004). In Ethiopia, there is increasing interest in implementing the BSC in more businesses (Tessema, 2005). Organizations in Uganda have faced major employee performance issues in recent years, according to Kagaari (2013). These organizations are operating in an increasingly competitive climate. As quoted in Kagaari, (Ford, 1990) (2013). institutions have found themselves in an increasingly competitive environment. (Ford,1990), as cited in Kagaari (2013).

In comparison to the current competitive expansion in the telecommunications industry, corporate culture remains a global concern for most organizations. Corporate culture, according to Mark Miller (2016), is one of the many aspects that determine an organization's ability to innovate, compete, and engage employees and consumers. As

a result, he defined corporate culture as the combination of values, vision, and mission, as well as the day-to-day characteristics of communication, interaction, and operational goals that create the organizational climate that pervades how people operate. It's difficult to define and even more difficult to get correctly. Culture is defined as the real arrangement of many sorts of traits that provide expression to businesses and help them stand out from the competition (Forehand & von Gilmer, 1964).

Furthermore, a company's culture is primarily concerned with the collective thinking of minds that distinguishes individuals of one group from those of another (Hosted 1980). Shortage and Zahari (2012) define culture as a bundle of disparate beliefs, attitudes, and behaviors that can be used to guide a group of institutions toward a successful task completion. Meanwhile, culture is described as a set of beliefs, values, attitudes, and behaviors shared by a specific group or civilization (Xiaoming & Junchen 2012). To put it another way, culture can be thought of as information gained via explanation, value systems, and so on, communication and behavior of a huge group of people who are all in the same place and share a shared philosophy.

1.1.2 Conceptual perspective

The attitudes and practices that determine how a company's employees and management interact and handle outside commercial dealings are referred to as corporate culture. Corporate culture is frequently suggested rather than explicitly defined, and it emerges organically over time as a result of the cumulative characteristics of the individuals the firm hires (Zahari, 2012).

The dress code, business hours, office arrangement, employee perks, turnover, hiring decisions, customer treatment, client happiness, and all other aspects of operations will reflect a company's culture. Assumptions (2012).

National cultures and customs, economic trends, international commerce, firm size, and goods all have an impact on corporate culture. Corporate cultures, whether

actively molded or spontaneously developed, affect every facet of a company's belief and practice. Schein (2010).

The consistency of an organization, which refers to a reflection of the efficacy of organizational culture, is one of the notions on which this research was based. Consistency, according to Givens (2012), is one of the most important components in developing an effective organizational culture and improving organizational performance. Nongo and Ikyanyon (2012), on the other hand, suggest that a high level of consistency in the organization has no direct impact on employee commitment or organizational performance.

Adaptability, according to Schein (2010), is an organization's ability to recognize and respond to external stimuli. In order to solve external adaption difficulties, a strong organizational culture necessitates a set of basic assumptions that are planned, disclosed, and developed by organizational members (Cian & Cervai, 2014). Business managers frequently change and embrace new situations inside the organization as a result of numerous internal and external factors. Business managers, according to Childress (2013), are crucial for being passionate and responsive to internal and external forces. According to the adaptability principle, personnel must adapt, reorganize, and reestablish their internal processes, behaviors, and attitudes in response to external forces, according to Denison (1990). To improve corporate performance, adaptability is a key part of the company culture (O'Reilly et al., 2014). Nongo and Ikyanyon (2012) discovered that adaptability and commitment have a favorable link in improving organizational performance.

1.1.3 Theoretical perspective

Denison's 1984 model led the research. (a) Adaptability (b) Mission (Consistency) and (d) Involvement are the four important characteristics of the paradigm.

However, a well-known practice in terms of corporate culture and its specific roles and performance is that organizations with a strong cultural system largely combine the set

of values, beliefs, and behaviors in order to achieve high levels of productivity and thus increase the profitability of the organization (Denison, 1984).

Furthermore, there is a strong assertion that culture remains a measure on which economic performance and productivity are essentially assured (Hofstede, 1980); additionally, the concept of corporate culture serves to bring out a thorough understanding of some differences that exist among companies that are successful in their operations with nations of similar cultural practices (Hofstede, 1980). (Shurbagi & Zahari, 2012).

Furthermore, according to Chan (2004), the culture that has been practiced in the organization has become a very important resource for the organization in order to reach its full potential, particularly in industries that operate in the service sector, of which telecommunication is not an exception. Clearly, corporate culture was widely regarded to have major repercussions on both individual employees' emotive reactions and the effectiveness of organizational performance as a whole (Shurbagi & Zahari, 2012; Tharp, 2009; Rud, 2009; Aspridis et al. 2013). It is self-evident that a well-managed corporate culture will enhance and promote the long-term performance of businesses, and the contrasts that exist between success and failure in today's competitive and demanding business climate have been highlighted. Denison, a well-known and influential researcher in the area of the relationship between organizational culture and effectiveness, has presented a number of reports that have further confirmed the impact of corporate culture on macro-level effectiveness in a variety of companies and industries in Brazil and America. Rud (2009).

1.1.4 Contextual perspective

A Corporate culture has been widely recognized as a significant driver of employee performance, especially within dynamic and service-oriented industries such as telecommunications. Scholars such as Schein (2019), Cameron and Quinn (2019), and Denison et al. (2024) argue that corporate culture shapes employee behavior, motivation, and commitment, thereby influencing performance outcomes. Ogbonna and Harris (2020) further emphasize that a strong organizational culture fosters shared

values and norms that align employee efforts with organizational goals. However, the relationship between corporate culture and performance remains inconclusive, largely due to differing conceptualizations and measurement tools used across various studies (Ahmadi et al., 2024; Yilmaz & Ergun, 2024).

Most existing studies have focused on developed and emerging economies, where organizational structures and institutional frameworks are often more stable and resource-rich. For instance, research by You, Coulthard, and Lazareric (2010), Durendez and Garcia (2010), and Yesil and Kaya (2013) provides insights into how culture influences competitiveness in established markets. However, few empirical investigations have been conducted in developing countries such as Uganda, where organizational dynamics, leadership styles, and employee expectations may differ significantly. This gap is notable, given that the telecommunication sector in developing regions plays a crucial role in economic transformation and service delivery (OECD, 2004). As such, there was a critical need to understand how internal cultural factors contribute to performance in this context.

This study, therefore, focused on Airtel Uganda's branch in Ntungamo District, aiming to explore how corporate culture influences employee performance in a rural yet economically growing setting. Given the competitive nature of the telecommunications industry in Uganda and the strategic importance of employee productivity for firm sustainability, this research seeks to fill the contextual gap in the literature. It intended to provide empirical evidence that inform both academic debates and practical interventions, particularly in understudied areas such as Ntungamo. The findings also guided corporate leaders and policy-makers in developing culture-based strategies to improve staff performance and organizational competitiveness in similar settings.

1.2 Statement of Problem

In Uganda, there are over seven telecommunication companies, Airtel, MTN, UTL and Lycamobile being the major. Therefore, different telecommunication companies are guided by different cultural standards and norms that are shared by both the employees and customers. These differences which constitute corporate culture are quite evident

due to the fact that different companies serve a variety of client whereby they have also extended to link with mobile agents as a result of competition. As a result, this has a pervasive effect on the performance of the telecommunication companies because it spells out who its legitimate employees and other stakeholders are alongside the way they should interact with these key actors (Njugi & Agusuioma, 2024). However despite the emphasis and human resources strategies such as regular training sessions, mentorship orientation and counseling and guidance as evidenced in their constant on the job training, coaching of some employee and counseling and guidance as indicated in (Kulabako, 2024) , the performance of employees is still wanting as evidences in employees failure to produce quality work, failure to write report, constant absenteeism, late coming and failure to address customer concerns (Human Resource Report Airtel Uganda, 2024). This raised researcher's curiosity and hence need to establish the correlation between corporate culture and employee performance, the nature of corporate culture, the employee performance management practices and challenges of corporate culture and employee performance. Although corporate culture has been correlated with employee performance, it has relatively received inadequate empirical investigation especially in telecommunication companies especially in developing countries. It was against this background that the researcher wishes to carry out on the relationship between corporate culture and employee performance in the selected telecommunication companies; A case of Airtel branch in Ntungamo District.

1.3 The purpose of the study

To assess the relationship between corporate culture and employee performance in the selected telecommunication companies in Ntungamo District

1.4 Research Objectives

- i. To assess the effect of involvement on employee performance in selected telecommunication companies in Ntungamo District.
- ii. To examine the effect of consistency on employee performance in selected telecommunication companies in Ntungamo District
- iii. To analyze the effect of adaptability on employee performance in the selected telecommunication companies in Ntungamo District

1.5 Research questions

- i. What is the effect of involvement on employee performance in selected telecommunication companies?.
- ii. What is the effect of consistency on employee performance in selected telecommunication companies in in Ntungamo District?
- iii. What is the effect of adaptability on employee performance in the selected telecommunication companies in in Ntungamo Districta?

1.6 Scope of the study

1.6.1 Geographical scope

Geographically, the study was about corporate culture and employees' performance Airtel branch in Ntungamo District. The branch is positioned along the Mbarara-Kabale road, approximately 400 kilometers southwest of Kampala, enhancing its accessibility for members and clients from surrounding rural areas.

1.6.2 Time Scope

The study will target literature between 2012-2023. The period is anticipated to be enough to gather enough information that was required by the study.

1.6.3 Content scope

Specifically, the study focused on corporate culture and employee performance in Ntungamo District telecoms. Employee performance was a dependent variable on an organization's corporate culture, hence corporate culture was treated as an independent variable, while employee performance was treated as a dependent variable. Employee performance was examined in respect to Quality of work, Efficiency, timeliness, and productivity, while corporate culture was measured using the Denison framework, which includes mission flexibility, engagement, and consistency.

1.7 Study significance

The study on the corporate culture can be of interest to telecommunication company's managers, policy makers, employees, students and researchers. By investigating the purported relationship between corporate culture and employee performance in the

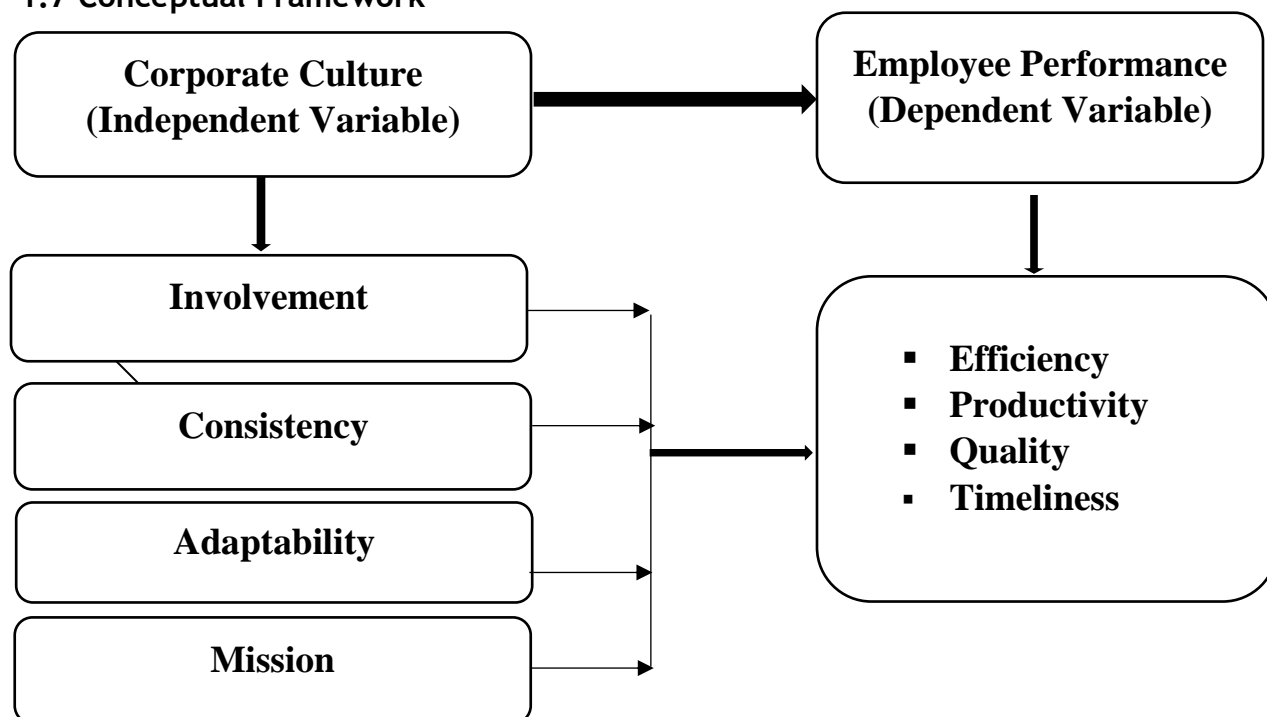
context of Ugandan telecommunication companies, the findings of the study can enable the managers of telecommunication companies understand the role of corporate culture in increasing employees' performance, productivity and profits as well as compete in the market level thus help to achieve organizational objectives.

For policy makers like the Uganda Communications Commission (UCC), the findings can be used as a reference point in formulating policies on corporate culture in the telecommunication sector in Uganda. For the employees of telecommunication companies, the study may reveal the areas within the management that need to be improved to ensure that higher performance is achieved and the welfare of the employees maintained. The study may give an opportunity to employees to suggest ways that can enhance their performance.

The study can be useful to other researchers who may benefit by replicating the study to determine how corporate culture could be influencing employee performance in the other organizations.

The study can benefit the academia through understanding of the factors that influence employee performance as it is expected to advance knowledge on the area of employee performance in telecommunication companies. It is projected the study findings may make modest contributions to knowledge.

1.7 Conceptual Framework



Source: Adapted by *Denison (1990)*, modified by researcher, (2025).

Corporate culture model serves as the primary conceptual framework for the study. The model includes four essential elements (a) adaptability (b) mission (consistency and (d) involvement. The framework portrays that corporate culture directly influence employee performance.

On the other hand, employee performance as the dependent variable (DV) as depicted in figure 1 above, will be measured in terms of efficiency, quality, productivity and timeliness. Where efficiency is the ability to produce the desired outcomes by using as minimal resources as possible, effectiveness is ability of employees to meet the desired objectives or target (stoner, 1996). Productivity is expressed as a ratio of output to that of input (stoner 1995) and quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Kolter & Armstrong, 2002). Therefore, the conceptual framework portrays the relationship between corporate culture (IV) and employee performance (DV) in the figure 1 above. Employee performance will be measured in terms of results that organisation achieves in relation to its objectives.

1.9 Definition of operational terms

Employee performance, according to Armstrong (2006), is defined as an employee's ability to successfully and efficiently complete the activities and tasks that have been given to him or her inside the organization.

Consistency of an organization refers to a reflection of the effectiveness of organizational culture. Givens (2012).

According to Mousavi et al. (2015), the mission includes clear direction and vision, strategic decision and intent, and goals and objectives of the organization that are used by business managers to drive the organizational activities.

Involvement: Effective firms empower their employees, structure their businesses around teams, and invest in human capital development at all levels (Lawler, 2016). Executives, managers, and employees are dedicated to their jobs and believe they have a stake in the company. People at all levels believe they have at least some say in choices that influence their job and that their work is closely related to the organization's goals.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews appropriate literature from referenced books, journals, magazines, newspapers, reports, dissertations and other publications. It examines how corporate culture influences employee performance. This chapter is arranged under sub-sections that include the literature review based on each of the themes derived from the objectives and then ends with a summary of literature review.

2.1 The effect of involvement on employee performance in selected telecommunication companies.

The culture of the organization should be developed to support continuous improvement in employees 'performance so that employees are able to identify with the values, norms and artifacts of the organization, hence the need for corporate culture (Ojo, 2010). It is through this process that employees learn about corporate culture and decide whether they can cope with it or not, meaning that an organization is a learning environment. It makes employees understand that organizational culture makes employees perform better, hence understanding more of performance as the extent to which an individual is carrying out an assignment or task (Cascio, 2011). Although corporate culture has been correlated with employee performance, it has received inadequate empirical investigation especially in telecommunication companies especially in developing countries.

For two decades, many scholars have studied the nature and scope of corporate culture and those who have worked on the employees 'participation in the organizational success agree that there is a significant influence of culture and organizational success. For instance, Fakhar, Zahid and Muhammad (2013), found out that the implementation of a good rewarding system and continuous motivation encourages the employee to do best to target achievements of the organization, instead of giving more focus on structures and policies. Earlier studies indicated a relationship between corporate culture and employees 'performance. Magee (2012), as cited in Agwu (2014), argued that organizational culture is inherently connected to organizational practices which in

turn influence employees 'performance but Hellriegel and Slocum (2016) contend that organizational culture can enhance employees 'performance if what sustains it can be understood. Thus, the culture of an organization acquaints employees with the organization 's history as well as current methods of operation that guide employees on expected and acceptable future organizational behaviors and norms. Ferris et al (2018) assert that effective human resource system is based on supporting values that create a positive impact on employees 'attitudes and behaviors which in turn influence their performance but from numerous surveys on culturell, it has been claimed that employee performance can be improved by developing and creating certain kinds of organizational cultures (Sackman and Bertelsman, 2016).

Martin and Siehl (2010), cited in Agwu (2014), argue that corporate culture is theoretically related to performance and has a positive influence on it, as Bowen and Ostroff (1989) also observe that the role of culture involves nurturing, sustaining and enhancing employees 'performance in organizations. Though Kopelmal et al (2011) observed that corporate culture aids coordination of assignments and minimizes inefficiency in resource utilization. According to Furnham and Gunter (2013, cited in Luu (2010), corporate culture functions as the internal integration and coordination between an organization's operations and its employees whereby, if it fails to fulfil these functions to a satisfactory level, employees may be influenced negatively but if there is a positive culture, this supports adaptation and enhances employees' performance by motivating, shaping and channeling their behaviors towards the attainment of corporate objectives (Osibanjo and Adeniji, 2013). Therefore, to improve an organization 's performance, there is need to have a clear sense of purpose and commitment towards its mission by reflecting its ultimate long-term objective which is accomplished by conducting integrated operational and behavioural activities. Building on these studies, the current researcher wished to bridge the historical and contextual gaps identified in these studies by putting more emphasis and focus on the critical role the corporate culture plays towards the improvement of employee performance in these selected telecommunication companies in Ntungamo District.

Several academics and practitioners (Kotter and Heskett, 2012), cited in Agwu (2014), argue that the performance of an organization depends on the degree to which the values of its employees are widely shared. Similarly, it is generally argued that shared and strongly held values enable management to predict employees' reactions to certain strategic options and reducing these values may bring undesirable consequences (Ogbonna, 2013). Aluko (2003) asserts that corporate culture is divided into two major aspects -- material and non-material cultures. The material aspects of culture include products of industry, technology, art, and are directly observable. They are not visible or tangible but they are manifested through the psychological states and behavior of the people. Harris and Ogbonna (2010) assert that the evidence of a leadership-performance link is largely unreliable and considerably more research has empirically examined the organizational culture - performance relationship. They further stress that organizational culture is one of the most popular concepts in the fields of management and organizational theory. Similarly, Alvesson (2014) has argued that the academic acceptance of culture, without the usual squabbles and skepticism associated with new concepts, is a major indication of the perceived importance of the concept. This means the culture exhibited by the telecommunication company staff has important implications for their performance. In the current study, the researcher also views corporate culture as shared values, beliefs and norms that influence the way employees think, feel and behave in the workplace and also assumes that a positive corporate culture will enhance employees' performance as values shared by employees in the organization.

Some other researchers have noted that treating culture as a unitary concept reduces its value as an analytic tool (Martin, 2012, as cited in Ogbonna and Harris (2015)). Yet culture cannot be equated to power and politics or climate because there is a disagreement by Legge (2014) and Ogbonna (2013) on whether organizational culture can be easily changed. But experience from the telecommunication companies suggests that culture can change especially when the people who introduce that culture have left the organization. Some scholars (Denison, 2010; Ouchi, 2011), as cited in Uddin et al (2013), have argued that the performance of an organization is dependent on the

degree to which the values of the culture are widely shared. According to Scholz (2017), as cited by Tameemi (2014), claimed that organizational culture is linked to performance and is also founded on the perceived role that culture can play in generating the Company's competitive advantage. But Ogbonna (2012) argues that some widely shared and strongly held values enable management to forecast employee reactions to certain strategic options, hence minimizing the scope for undesired consequences. In addition, Krefting and Frost (2011), also cited by Tameemi (2014), suggest that the way organizational culture creates competitive advantage is by defining the boundaries of the organization in a manner that facilitates individual interaction by limiting the scope of information processing to appropriate levels. From this background the researcher identified a major historical gap from the carried-out studies thus the current researcher intends to fill this historical gap.

According to Awad and Saad (2013:172), the different values and beliefs based upon employee performance helps in organization association. They argue that the organization 's culture helps in internalizing joint relationship that leads to manage effective organization processes. They also confirm that the productivity and culture of an organization helps in improving employee performance. In their study, they observe that strong impact of strong organization culture leads to increased productivity.

The norms and values of an organization are based upon different cultures' influence on work force management because, in an organization, a strong culture enables effective and efficient management of work force employees (Awad and Saad, 2013). In addition, Shazad et al (2013) assert that a strong culture within the organization leads to raise the employees 'commitment towards achieving the goals of the organization on a common path because it is very helpful to increase the performance of the employees. They also contend that personal beliefs are different from the organizational values when an employee is entering in the organization, whereas in a strong culture, employees are on the common path towards achieving organizational goals, which provide the opportunity to the employees to grow and perform well in the organization. In another study, Mohammad, Uddin, Huq and Saad (2013) on the impact

of organizational culture on employee performance and productivity, the results showed positive association between a strong culture and performance improvement. It was therefore on the basis of this study, that organizational culture has a positive impact on the employees 'job performance. Schein (2010), as cited in Ahiabor (2014), also states that an organization 's norms and values have a strong effect on all those who are attached to the organization and, as considered by the scholar, norms are invisible. But if the organizations like Airtel, MTN, UTL, Lycamobile want to improve the performance of the employees and profitability, norms are the first places to look at.

2.2 The effect of consistency on employee performance in selected telecommunication companies.

Corporate culture has become a very contentious political issue in the past few decades, (Mc Comb, 2012). However, discussions about culture have a very long history and always evoke very strong responses. This is because culture, "the way we do things", is what distinguishes one group of people from the next. Consequently, when people speak of culture it becomes very personal because it addresses individuals' identity and the way they wish to be perceived and differentiated.

Employee diversity & external culture; Quite often organizations attempt to create corporate cultures in a manner that seems to assume that: the individuals within the organization did not have a prior way of doing things, the individuals within the organization did not have multiple divergent ways of doing things, the individuals within the organization are insulated from external cultures and that adults change their way of doing things easily and casually. Modern organizations usually represent a melting pot of people from varied age groups, race, gender and orientations. To create a single corporate culture, it is not sufficient to simply understand the existing dominant corporate culture and try to encourage people to operate differently. If organizations are serious about creating unique cultures, it is important to understand the varied multiple cultures and the meanings associated with work and desired outcome, by the people within the organization based on the factors or age, gender (Janssen and Van yperen, 2014).

Morale and company culture; Morale and company culture are both difficult to define but employees will be able to report when they are poor or positive. Poor morale exists when there is significant whining, complaining and people just don't want to come to work, (Montgomery and Ramus, 2011). On the positive end, the workplace is energized by a sense of purpose and teams that genuinely want to work together. The various organizations think people are the main source for providing them the competitive advantage and therefore the organization's performance increase. According to Collis and Montgomery, 2015 employees play an important role in organizational success. Employees' performance has a positive relationship with organization performance. The major drawback takes place in organization is that when managers believe that their organizations are constantly working at the highest level of effectiveness, or that they do not need effort of their employees. However, the excellent working of the workforce at all level of organization is the major influence on organization's performance. Individual's productivity has an impact on organization's goals therefore it's essential that each employee should be managed, (Montgomery and Ramus, 2011).

In order to stimulate workers, firms have executed a number of routines such as performance-based pay, employment protection agreements, practices to help balance work and family, as well as various forms of information sharing. In addition to motivation, workers need the skills and ability to do their job effectively, (Trevor; 2012).

A leader is the one who gives life to an organization; he takes care that purpose of an organization for which it was made is fulfilled; in short, a leader who is capable is one who is able to move the organization to the direction he imagines and sets. By having certain leadership competencies and skills, a leader should have ability to adapt different leadership styles and behaviors to achieve organizational goals and objectives. At the individual level, leaders who are able to persuade, stimulate and direct employees will often be rewarded by devotion and performance of their employees (Mosadegh & Yarmohammadian 2016). Good and effective leaders matter to the overall performance and well-being of the organization and its members; they also matter to other stakeholders of the organization, such as the customers and the society

at large. In other words, effective leadership is a corner stone in life, in general, and in achieving organizations' success, in particular.

Conflict is major hazard for the workforce. In every business conflict is a reality of life. Conflict happening within a team and divisions of the organization. Task conflict is one aspect of intra group. It means discrepancy within member of a team relating in difference in ideas and views. Conflict is essential to the life and dynamics of teams. Task conflict and performance form the positive aspect of relationship. Workplace conflict is undoubtedly a costly proposition for all organizations. Some costs are clear and other costs are hidden. Clear cost is persisting to rise such as when employee reply angrily instead of politely. Hidden cost effects on making decision. In conflict is a natural and unavoidable outcome for the organization, (Montgomery and Ramus, 2011).

HR performance appraisals are the traditional process for reviewing individuals, and assessing how they are functioning at work. But they have limitations, and often fail to keep teams aligned with strategic objectives, (Liao and Chuang, 2004). For a start, performance reviews are only undertaken comparatively rarely, and typically look backwards more than forwards. This lack of real-time review means that problems can take a long time to be spotted, and that people can be pulling in the wrong direction for months before the misalignment is addressed. The gap between the objectives given to people and their actual day-to-day job is rarely understood and managed. As well as inefficiencies in team performance, this disconnect is creating more stress for managers in a job function already prone to alienation and isolation from colleagues particularly where mobility weakens the bonds within a group, (Mccomb, 2012).

2.3 Effect of Adaptability and employee performance

This study focuses on adaptability, which has been empirically linked with firm performance

Mulika (2010). Bartlett (2005). More specifically, a strong relationship between adaptability (viewed as a set of cultural values) and firm performance has been demonstrated (Dennison, 1984 & 1990; Kotter and Heskett, 2007; Slocurn et. Al., 2011). These researchers contend that firms which better internalize values that lead to a

superior ability to recognize and adapt to changing conditions are more likely to reap superior rewards.

According to strategic choice theorists, adaptability is the ability to adjust to changes in the external environment in order to maintain organizational viability (Kamau, 2012). There is, however, a wide interpretation about how adaptability is achieved and what issues it must address.

Child (2012) sees an adaptive organization as one whose roles are open to continual redefinition and where coordination is achieved by frequent meetings and considerable lateral communication. Jarred (2010) and Kamau (2012) describe an adaptive cycle where managers solve three fundamental organizational problems; entrepreneurial, engineering, and administrative. Within this framework, the authors describe the solution of the administrative problem as “a pivotal factor in the cycle of adaptation...the administrative system must facilitate the organization’s future capacity to adapt by articulating and reinforcing the paths along which innovative activity can proceed.

Another view of adaptability was expressed by Orton and Weick (2014). These authors describe three types of adaptability which help an organization to assimilate and accommodate change. These include experimentation (actions that untangle causality), collective judgment (agreement on preferences), and preservation of dissent (the retention of multiple understandings and minority influence). A series of definitions describe adaptability in cultural terms as a set of shared values. However, even culturally based definitions contain substantial variation in what values should be included. Specific culture-based definitions of adaptability by (Perkins 2011; Schein 2012) reveal detail about the set values that may be relevant. Jorge (2010) defines an adaptive culture as one having the following characteristics: Risk-taking, trusting and proactive approach to organizational and individual life members support others’ efforts to identify problems and implement workable solutions, shared feeling of confidence that members can effectively manage new problems and opportunities, widespread enthusiasm, spirit of doing what it takes to achieve success receptivity to change and innovation.

Elmuti (2013) in a study on the relationship of organizational commitment, measured adaptability using a part of an organizational climate instrument by Bass (2015).

2.4 Research gap

Employee performance is one of the greatest challenges most managements face due to the competition in the world market. Some organizational managements have acknowledged the importance of employees based on their contributions towards achieving organizational goals and objectives. Various measures have been put into consideration to avoid organizational collapse. The management cannot work without involvement of other organizational employees. Missions and visions are set to ensure that all employees work towards achieving similar goals. Employers acknowledge that their organizations will flourish if they can engage their employees, meaning that they will be motivated to give their very best to their employer (Foot and Hook, 2018).

From the literature reviewed, therefore, the researcher identified major gaps from the studies that showed a few authors have had little studies in this area of corporate culture and employee performance in telecommunication companies although a few were conducted in industries, factories, and schools. The fact that there is scanty literature in this area especially regarding the relationship between corporate culture and employee performance and particularly on how it impacted on the performance of employees in a given organization shows a big gap in most of the studies reviewed. It is against this background that the current researcher found it suitable to investigate the relationship between corporate culture and employee performance in selected telecommunication companies in Ntungamo District.

Building on these studies, the current researcher wishes to bridge the gaps identified in these studies by putting more emphasis and focus on the critical role the corporate culture plays towards the improvement of employee performance in selected telecommunication companies in Ntungamo District.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The methodology for the study is presented in this chapter, which covers the research design, study population, sample size and selection, sampling techniques and procedures, data collection instruments, data quality control (validity and reliability), data collection procedure, data analysis, and research variable measurement.

3.2 Research design

In this study, a cross-sectional research design was used. This is because people's perspectives and ideas were sought and described, and it was determined how company culture affects employee performance. Because qualitative and quantitative methodologies were complementary, both were applied. The qualitative method was mostly utilized to describe subjective evaluations, analyses, and interpretations of respondents' attitudes, opinions, and behaviors as expressed verbatim in interviews and focus group discussions (Mugenda and Mugenda, 1999). Quantitative approaches aided in the generation of numerical data, which was statistically manipulated to achieve desired objectives using descriptive statistics (frequencies and percentages) and inferential statistics (correlations and coefficients of determination), which were used to test hypotheses (Amin, 2005). This is due to the requirement to statistically set out some material in order to effectively show the statistical features of the study. Triangulation was achieved by combining qualitative and quantitative data, ensuring that the limitations of one form of data were balanced by the strengths of the other.

3.3 Study population

The study was carried out in selected telecommunication companies in Ntungamo District. The actual population 30 Airtel employees, MTN 30, 10 Lycamobile and 18 UTL.

3.4 Determination of sample size and selection

A sample size of 88 respondents were determined using statistical tables of Krejcie and Morgan (1970), as cited by Amin (2005), and includes various categories as specified in Table 1 below:

Table 1: Research respondents by category and sample

No.	Category of respondents	(N)	Sampling technique
1	MTN Employees	30	Simple random sampling
2	AIRTEL	30	Stratified sampling
3	Lycamobile	10	Simple random sampling
4	UTL	18	Purposive sampling
	Total	88	

Source: Primary data, 2025

Key: *N* - Population Size, *S* - Recommended Sample Population (*Krejcie & Morgan, 1970*).

3.5 Sampling Techniques and Procedure

Purposive sampling is locating and selecting people or groups of people who are knowledgeable about or have experience with a certain topic of interest (Cresswell and Plano Clark, 2011). Six UTL employees were chosen for interviews using this sample method. The researcher adopted this method since the respondents were competent and experienced in the field of telecommunications, and they were few in comparison to other businesses.

When the possible purposeful sample is bigger than the researcher can handle and small sample sizes are chosen, simple random sampling adds credibility to the sample. The goal was credibility, not representativeness or generalizability. This method was used to choose the MTN employees and Lycamobile employees who would be participating in the study. Because every member of this population had an equal probability of being included in the sample, the researcher utilized this sampling strategy.

On a sample, a stratified sampling strategy was employed to focus on features of specific subgroups of interest and facilitate comparisons. The samples were taken inside samples, with the sample size being significantly lower and stratified in most

cases. A sample that is based on a specific attribute. This sample was utilized to choose Airtel employees because it allowed the researcher to identify the appropriate levels of sampling precision for each group while still being administratively efficient.

3.6 Data Collection methods and instruments

This study used both quantitative and qualitative data collection methods. Quantitative data were collected using questionnaires that were filled by the Airtel staff and MTN and qualitative data was obtained from focus group discussions with the Lycamobile staff and interviews with the UTL staff.

3.7 Data Collection instruments

3.7.1 Questionnaire Method

Various researchers, including Kothari (2005), Sekaran and Bougie (2010), and Saunders et al., offered criteria for the development of this structured questionnaire (2009). The first portion of the instrument dealt with demographic data, the second with corporate culture, the third with employee performance, and the fourth with employee performance. The responders were provided specific instructions on how to complete each component. After the instrument was piloted, the questionnaire was fine-tuned.

3.7.2 Interview Method

The researcher designed an interview guide which was used during the interview the UTL staff. The researcher posed questions intended to lead the respondents towards giving data to meet the study objectives and also probed the respondents in order to seek clarification about responses provided. A structured interview guide was used for the respondents to stimulate them into detailed discussion on corporate culture that has affected employee performance.

Structured interviews was useful not only because they showed excellent validity in meta-analytic research, but also because they provided a chance to probe the answers of the management and understand precisely what they mean. Interviewing is a very useful approach for data collection because it allowed the researcher to have control over the construction of the data and it has the flexibility to allow issues that emerge during dialogue and discussion to be pursued.

3.7.3 Focus Group Discussions

The researcher also held focus group discussions with the Airtel staff in order to share their views, experiences and attitudes on their performance at work. This method was used for this category of staff because some of them did not know how to read and write clearly. They were grouped according to gender for them to air out their views freely.

These focus group discussions had in-depth and complexity of responses and group members often stimulated new thoughts among themselves, which might have not happened.

3.8 Validity and Reliability

As observed by Vogt (2007), a number of studies have used this instrument and found both their reliability and validity values to be acceptable to the population being studied and in a different context thus recommended for testing the validity and reliability of the instruments.

3.8.1 Validity of instruments

Validity tests was conducted for content, criterion and construct validity to test how well the instrument is representative, captures relationships between the variables as well as measure the concepts. This study utilized triangulation to ensure validity of research findings prior to the administration of the research instruments. This instrument was checked by experts including the supervisors of the researcher. Content validity ratio was used to calculate the Content Validity Index, using the formula below:

$$CVI = \frac{\text{Total Number of items rated by all respondents (61 items)}}{\text{Total Number of items in the Instrument (82 items)}}$$

Total Number of items in the Instrument (82 items)

A content validity index of 0.7 and above, according to Amin (2005) qualified the instrument for the study.

3.8.2 Reliability of instruments

The first step in ensuring reliability was by providing clear operational definitions of the variables under study. Thereafter, internal consistency was measured through

internal consistency reliability as well as split-half reliability using Cronbach's alpha. If R^2 (Alpha) value equal to 0.7 and above, then the instrument was considered satisfactory. After the data collection, reliability analysis was done and the findings for each of the variables presented in

3.9 Procedures of data collection

The researcher sought approval from BBUC to ensure that the ethical guidelines are followed throughout the data collection process.

At the onset of data collection, the researcher sought permission from the office heads of the selected telecommunication companies to help access the employees at their place of work. Each questionnaire contained an opening introductory letter requesting for the respondent's cooperation in providing the required information for the study. The respondents were further assured of confidentiality of the information provided and that the study findings were used for academic purposes only and necessary corrective measures in the Companies.

3.10 Data analysis

The researcher did both quantitative and qualitative data analysis. It involved uncovering structures, extracting important variables, detecting any irregularity and testing any assumptions. Triangulation method of analysis was used to enable the researcher come up with appropriate conclusions and recommendations.

3.10.1 Quantitative data analysis

Data collected was checked to ensure regularity and accuracy; this was useful in ensuring that the objectives of the study are being addressed. Analysis was done according to the objectives of the study, data generated by questionnaires was cleaned, edited and coded before analysis is done; then analyzed using the Statistical Package for Social Sciences (SPSS) programme. Summary statistics in form of qualitative and quantitative measures, frequencies and percentages were run and interpretations made. Finally, conclusions and recommendations were derived at as presented in Chapter V. Triangulation of these methods were correlated to improve on the validity and richness of the information gathered.

3.10.2 Qualitative data analysis

All the qualitative data collected from open-ended questions and written comments from questionnaires, key informant interviews and focus group discussions were edited on a continuous basis to ensure completeness. Data collected with the use of interview schedules was be put into meaningful and exhaustive categories. Content analysis was the main method of analyzing the data collected to determine the adequacy of the information, credibility, usefulness and consistency. Data collected was categorized according to emerging variables from each question in the interview guide and discussions. All data sources were triangulated during the analysis to increase validity, and at the end of it a report was written.

3.11 Measurement of variables

The variables were measured using nominal and ordinal types of measurements. The questionnaires specifically for respondents were measured on a five interval Likert Scale, the level of agreement was ranked as strongly agree, which reflected more agreement than just agreement or strongly disagree compared to just disagree. Ordinal Scale as measurement of variables did not only categorize the elements being measured but also rank them into some order.

3.12 Ethical Considerations

The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from the research activities (Cooper and Schindler, 2001:112). The researcher's aim was to protect the rights of the respondents by;

- i. Ensuring that none of the respondents is named during the research or subsequent thesis;
- ii. Making sure that the respondents are selected to participate without compulsion;
- iii. Informing the respondents about the reason and purpose of the research; and

Informing the respondents that consent is sought from the management of the selected company before the commencement of this research initiative.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents data collected from the field, analysis, and interpretation according to research objectives

4.1 Response rate

Out of the 103 questionnaires administered, 82 were returned fully completed, giving a response rate of 79.6%. Out of 6 respondents targeted for interviews, all of them were actually achieved, implying the overall response rate of the respondents was thus 80%. With that high response rate of 80%, the findings of the study were representative of the actual population and could therefore be generalized, as observed by Sekaran (2003).

4.3 Background Information of the Respondents

Employees were asked about their level of education, work experience and age. This information was required to ensure that the sample that participated in the study have similar distribution of the respondents by characteristics to that of the population it was drawn from. This determines the accuracy and representatives of information drawn from the sample to the population. Findings regarding their level of education, work experience and age are presented in Table 4.3.

Table 4.3: Showing the background information of the respondents

Characteristics	Category	Frequency	Percentage
1. Level of Education	PhD	7	8.5%
	Masters	33	40.2%
	Bachelors	24	29.3%
	Diploma	8	9.8%
	Certificate	9	11.0%
	Others	1	1.2%

2. Work Experience	Less than 5 years	23	28.0%
	5-10 years	36	43.9%
	11-16yrs	11	13.4%
	17yrs and above	12	14.6%
3. Age	Less than 25 years	7	8.5
	26-35 years	31	37.8
	36-45 years	27	32.9
	46-55	14	17.1
	56 and above	3	3.7

Source: Primary Data, 2025

According to the results in Table 4.3, the majority 33(40.2%) of the respondents were educated up to Master's degree level, 24(29.3%) were educated up to Bachelor's degree level and 7 (8.5%) were educated up to PhD level. This shows that the majority of the study respondents were adequately educated and able to provide reliable data for the study. This practically implies that the selected Telecommunication companies have adequately educated employees who are likely to perform better at their jobs.

The results in Table 4.3 also show that the biggest proportion 36(43.9%) of the study respondents had worked for a period of between 5 and 10 years, followed by those who had worked for a period of less than five years 23(28%). Those who had worked for more than 17 years were 12(14.5%) while those who had worked for a period of between 11-16 years were 11(13.4%). The results show that the Telecommunication companies have experienced staff. Experienced staffs are likely to perform better at their jobs due to the job experience gained over time.

The results in the table also show that an overwhelming majority (96.3%) of the study respondents were below 56 years of age, while only 3.7% were above 56 years of age. This indicates that the majority of staff selected telecommunication companies are in their most productive age group. Such employees are likely to perform better at their jobs.

4.4. The effect of involvement on Employee Performance in selected Telecommunication companies in Ntungamo District

The first objective of the study was to assess the effect of involvement on employee performance in selected telecommunication companies. The employees were requested to respond to a number of statements regarding the above objective by indicating their agreement or disagreement using a five-point Likert scale of SD=Strongly Disagreed, D=Disagreed, N - Not decided, A=Agreed and SA=Strongly Agreed as shown in Table 4. The responses are summarized in the table below;

Table 4.4 Showing descriptive statistics on effect of involvement on Employee Performance in selected telecommunication companies in Ntungamo District

Items	e	D	N	A	SA	Mean
Engagement with other employees at the workplace empowers me to make appropriate decisions which improves my performance	3 (4%)	11 (13%)	4 (5%)	51 (62%)	13 (16%)	3.73
When this telecommunication company develop employees' capabilities, they become more efficient and thus perform better	5 (6%)	19 (23%)	30 (37%)	25 (31%)	3 (4%)	3.02
When I am given the authority, responsibility and ability to manage my work, I produce better results	1 (1%)	35 (43%)	23 (28%)	12 (15%)	11 (13%)	2.96
Teamwork at workplace improves my overall performance	6 (7%)	24 (29%)	19 (23%)	24 (29%)	9 (11%)	3.07
Proactivity and collaboration with other staff improves my job performance	3 (4%)	25 (31%)	32 (39%)	20 (24%)	2 (2%)	2.91

Getting feedback enables me to improve my job performance	9 (11%)	24 (29%)	15 (18%)	29 (35%)	5 (6.1%)	2.96
Appreciating and recognizing my efforts gives me the morale that result to improved performance	3 (3.7%)	15 (18%)	10 (12%)	50 (61%)	4 (5%)	3.45
Celebrating performance achieved by staff as well as teams is a way of encouraging better performance	5 (6.1%)	13 (16%)	19 (23%)	34 (42%)	11 (13%)	3.40
Giving employees exposure to innovation, new roles and responsibilities improves their work performance	5 (6.1%)	9 (11%)	10 (12%)	41 (50%)	17 (21%)	3.68
Cultivating a sense of belonging and recognition in the organization improves employee performance	3 (4%)	27 (33%)	19 (23%)	24 (29%)	9 (11%)	3.11
Average mean						3.23

Source: Primary data, 2025

The study findings in Table 4.4 show that the effect of involvement on employee performance in selected Telecommunication companies in Ntungamo District is moderately positive (average mean=3.23). A comparison on these items shows that respondents who agreed that engagement with other employees at the workplace empowers them to make appropriate decisions which improves their performance, a biggest percentage (62%) of them agreed with the statement, this was followed by 16% of them who strongly agreed, 13% of them disagreed with the statement and lastly 4% of them strongly disagreed with the statement. From these comparisons, it can be seen that the range of percentages of those that opposed and those that were not sure are lower compared to those who concurred.

On the question of whether when their telecommunication company develop employees' capabilities, they become more efficient and thus perform better, majority (37%) of the respondents were not sure with the statement, this was followed by 31% who agreed with

the statement. 23% of the respondents disagreed with the statement and lastly, 6% of the respondents strongly disagreed with the statement.

When respondents were asked the question whether when they are given authority, responsibility and ability to manage their work, they produce results, they had this to say; majority percentage (43%) disagreed with the statement, this was followed by 28% of them who said they are not sure, 15% of the respondents agreed with the statement, and lastly, 13% of them strongly agreed with the statement.

Then, on the question of whether teamwork at workplace improves their overall performance, respondents had this to say; majority 24% of them both agreed and disagreed respectively, this was followed by 23% of them who were not sure with the statement, 13% of the respondents strongly agreed with the respondents, and lastly 7% of them strongly disagreed with the statement.

On the question of whether pro-activity and collaboration with other staff improves the employees performance, they had this to say; majority of them (39%) were not sure with the statement, this was followed by 31% who disagreed with the statement, 4% of the respondents disagreed with the statement, and lastly 2% of the respondents strongly agreed with the statement.

On the question of whether cultivating a sense of belonging and recognition in the organization improves employee performance, majority of the respondents clearly stated that they disagree with the statement, 29% of them agreed with the statement, 11% strongly agreed with the statement, and lastly, 4% strongly disagreed with the statement.

Thus from this data presentation, the following is the interpretation.

The study respondents noted that regarding involvement, employees moderately engage with each other at their workplace (mean=3.23), meaning that staff members at Airtel, MTN, Lycamobile, and UTL telecommunication companies agree with each other in matters regarding involvement, a factor that has improved their performance at work. This finding was reinforced by one key informant interviewee who noted that *“at MTN Uganda matters regarding employee involvement involves all of us because we value honesty and integrity”* (Key informant interview). Honest employees who agree in developmental matters are less likely to indulge in counter-productive work behaviour

which may have a negative effect on both organizational and individual employee performance.

4.4 To examine the effect of consistency on employee performance in selected telecommunication companies in Ntungamo District

Table 4.4 showing the effect of consistency on employee performance in selected telecommunication companies in Ntungamo District

Items	SD	D	N	A	SA	Mean
Leaders and managers are aligned with what they preach	5 (6.1%)	22 (27%)	24 (29%)	28 (34%)	3 (4%)	3.02
This telecommunication company has a consistent set of values	5 (6.1%)	17 (21%)	32 (39%)	23 (28%)	5 (6.1%)	3.07
In this telecommunication company, consensus is easy to reach	7 (8.5%)	7 (8.5%)	27 (33%)	19 (23%)	22 (27%)	3.85
In this company, key issues are solved by reaching an agreement	6 (7.3%)	5 (6.1%)	21 (26%)	12 (15%)	38 (46%)	3.47
Working in teams with colleagues from different departments is easy	7 (8.5%)	9 (11%)	25 (30.5%)	21 (26%)	20 (24%)	2.90
There is a good alignment of goals and levels	13 (15.8%)	4 (5%)	17 (21%)	18 (22%)	30 (37%)	2.75
Workers perform competently without pressure from their bosses	11 (13.4%)	6 (7.3%)	14 (17%)	27 (33%)	24 (29%)	3.13
Employees show a lot of concern of seeing that they complete their day's work	9 (11%)	6 (7.3%)	17 (21%)	21 (26%)	29 (35%)	2.63
I am expected to have more individual responsibility for my job performance	8 (9.7%)	6 (7.3%)	35 (43%)	9 (11%)	24 (29%)	3.94

My telecommunication company emphasizes on meeting the customers' needs as results are more important than following the correct organizational procedures	7 (8.5%)	3 (4%)	26 (32%)	16 (20%)	30 (37%)	3.38
Average mean						3.21

Source: Primary Data, 2025

Table 4.4 presents respondents' opinions regarding effect of consistency and employee performance in selected Telecommunication companies in Ntungamo District.

When asked whether leaders and managers are aligned with what they preach, a biggest percentage (34%) of respondents agreed with the statement, this was followed by 29% of them who stated that they are not sure, then followed by 27% of the respondents who disagreed with the statement, 6.1% of them strongly disagreed with the statement, and lastly 4% who strongly agreed with the statement.

On the question of whether the telecommunication company has a consistent set of values, majority percentage (39%) of the respondents were not sure with the statement, this was followed by 28% of them who agreed with the statement, 21% of the respondents disagreed with statement, lastly 6.1% strongly disagreed and strongly agreed respectively.

When asked their telecommunication company consensus is easy to reach, they had this to say; majority (33%) were not sure with the statement, this was followed by 27% of the respondents strongly agreed with the statement, 23% of the respondents agreed with the statement, lastly 8.5% of the respondents disagreed and strongly disagreed respectively.

This finding was reinforced by one key informant interviewee who noted that *“at Airtel, we easily reach consensus between us and our clients and stakeholders”* (Key informant interview). Honest employees are less likely to indulge in counter-productive work

behaviour which may have a negative effect on both organizational and individual employee performance.

When respondents were asked whether key issues are solved by reaching an agreement, a biggest percentage (46%) of respondents strongly agreed with the statement, this was followed by 26% of them who were not sure, then 15% of the respondents agreed with the statement, 7.3% strongly disagreed with the statement, lastly 6.1% disagreed. On record was one of the key informants who stated that; *“here, customer complaints are publicly addressed to their satisfaction, this is why airtel Uganda has continuously grown and taken bigger steps...”*

When respondents were asked whether employees show a lot of concern of seeing that they complete their day’s work, majority 35% of them strongly agreed with the statement, this was followed by 26% of the respondents who agreed with the statement, then 21% of them stated that they were not sure with the statement, lastly 7.3% disagreed with the statement.

When asked whether respondents are expected to have more individual responsibility for their job performance, majority of them (43%) were not sure with the statement, 29% strongly agreed with the statement, 11% agreed with the statement, and lastly 9.7% of respondents strongly disagreed with the statement.

The last statement on this objective was about whether telecommunication company emphasizes on meeting the customers’ needs as results are more important than following the correct organization procedures, respondents had this to say; majority (37%) strongly agreed with the statement, this was followed by 32% who were not sure with the statement, then 20% of the respondents agreed with the statement, 8.5% strongly disagreed with the statement, lastly 4% disagreed with the statement.

Interpretation for the statements above is that consistency moderate affect employee performance in telecommunication companies in Ntungamo District. The supporting average mean for all the statements is 3.21

4.5 The effect of adaptability on Employee Performance in selected Telecommunication companies in Ntungamo District

The third objective of the study was to analyse the effect of adaptability on employee performance in in Ntungamo District. The respondents were asked to respond to a number of statements regarding effect of adaptability on employee performance in Ntungamo District. The findings are summarized in Table 4.5.

Table 4.5: Shows descriptive statistics on the effect of adaptability on employee Performance in Ntungamo District

Items	SD	D	N	A	SA	Mean
The firm's procedures are very flexible and easy to change	8 (9.8%)	28 (34%)	12 (15%)	28 (34%)	6 (7.3%)	2.95
The firm's response to competitors and other changes in the business environment	7 (8.5%)	27 (33%)	13 (16%)	29 (35%)	6 (7.3%)	3.00
Changes are generated using customer comments and recommendations	14 (17%)	28 (34%)	17 (21%)	16 (20%)	7 (9%)	2.68
Decisions are made using customer input	14(17%)	27(33%)	17 (21%)	19(23%)	5 (6.1%)	2.96
This Telecommunication company has good cross unit communication	13(16%)	25(31%)	8 (10%)	22(27%)	14(17%)	2.99
Failure is an opportunity for learning and improvement	9 (11%)	24(29%)	29(35%)	13(16%)	7 (9%)	2.82
I can communicate job frustrations to my supervisor	9 (11%)	27(33%)	11(13%)	14(17%)	21(26%)	3.13

Management keeps employees up-to-date on recent developments that relate to the Telecommunication company's welfare	9 (11%)	27(33)	23(28)	12(15)	11(13%)	2.87
The Telecommunication company's communication motivates and stimulates an enthusiasm for meeting its goals	9 (11%)	29(35)	13(16)	21(26)	10(12%)	2.93
Average mean						2.92

Source: Primary data, 2025

Table 4.5 presents respondents' opinions regarding effect of adaptability and employee performance in selected Telecommunication companies in Ntungamo District.

When asked whether the firm's procedures are very flexible and easy to change, a biggest percentage (34%) of respondents agreed and disagreed with the statement respectively, this was followed by 15% of them who stated that they are not sure, then followed by 9.8% of the respondents who strongly disagreed with the statement, lastly 7.3% of them strongly agreed with the statement.

On the question of whether the firm's response to competitors and other changes in the business environment, majority percentage (35%) of the respondents agreed with the statement, this was followed by 33% of them who disagreed with the statement, 16% of the respondents were not sure with statement, lastly 7.3% strongly agreed and lastly 8.5% strongly disagreed.

When asked whether changes are generated using customer comments and recommendations, they had this to say; majority (34%) disagreed with the statement, this was followed by 21% of the respondents who were not sure with the statement, 20% of the respondents agreed with the statement, lastly 9% of the respondents strongly agreed.

This finding was reinforced by one key informant interviewee who noted that “*at MTN Uganda, Ntungamo District service center, we make changes basing on customer recommendations*” (Key informant interview). Making organizational changes basing on client suggestions and recommendations help in promoting productive work behaviour which may have a positive effect on both organizational and individual employee performance.

When respondents were asked whether decisions are made using customer input, a biggest percentage (33%) of respondents disagreed with the statement, this was followed by 23% of them who agreed, then 21% of the respondents were not sure with the statement, 17% strongly disagreed with the statement, lastly 6.1% strongly agreed. On record was one of the key informants who stated that; “*here, decision making is done by both us and our customers...*”

When respondents were asked whether their telecommunication company has good cross unit communication, majority 31% of them disagreed with the statement, this was followed by 27% of the respondents who agreed with the statement, then 17% of them stated that they strongly agree with the statement, lastly 16% strongly disagreed with the statement.

When asked whether management keeps employees up-to-date on recent developments that relate to the telecommunication company’s welfare, majority of them (33%) disagreed with the statement, 28% were not sure with the statement, 15% agreed with the statement, 13% of respondents strongly agreed with the statement and lastly, 11% of them strongly disagreed with the statement.

The last statement on this objective was about whether telecommunication company motivates and stimulates an enthusiasm for meeting its goals, respondents had this to say; majority (35%) disagreed with the statement, this was followed by 26% who agreed with the statement, then 16% of the respondents were not sure with the statement, 12% strongly agreed with the statement, lastly 11% strongly disagreed with the statement.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

The study examined the corporate culture and performance of employees working in selected Telecommunication companies in Ntungamo District

5.2 Discussion of Findings

5.2.1 Effect of involvement on employee performance in selected Telecommunication companies

The study findings established a high positive relationship ($r=0.63$) between involvement and employee performance whereby an improvement in organization's involvement increases on the performance of employees. The study found that the staff in the selected telecommunication companies respect each other, honesty is valued in the companies and that staff values are in line with the values of the company. It was further established that staff have a sense of their Telecommunication companies' objectives, the workers feel free to voice innovative suggestions to top management in this Telecommunication company and that the Departmental Heads frequently discuss with the workers their task requirements in order to cope well with the Telecommunication companies' objectives.

Company's involvement accounted for 79.3% variance in employee performance in selected Telecommunication companies in Ntungamo District. Findings show that employees at the Telecommunication company show a lot of concern of seeing that they completed their day's work and that they were expected to have more individual responsibility for their job performance.

The respondents to the study moderately agreed that the Telecommunication companies put emphasis on getting involved in meeting the customer's needs since results are more important than following the correct organizational procedures. According to the results of this study, the respondents noted that the employees in the selected Telecommunication companies were flexible and involved in changes. The study respondents agreed that employees believed in teamwork. They also noted that

managers at all levels worked as a team to achieve results for the Telecommunication company. The study respondents also noted that the employees knew what was expected of them and understood their impact on other people, teams, and functions.

The study findings are in line with earlier scholars who found that involvement of an organization by employees enhances employee and organizational performance. The study findings according to Awadh and Saad (2013) found that employee engagements in various activities enhances employee performance. They found that the norms and values of organizations based upon different cultures influence workforce performance. Also, Ritchie (2010) observes that employee involvement is a motivational instrument which promotes the employees to perform smoothly and ensures better productivity which is a different case with employees in telecommunication companies in Ntungamo District.

5.2.2 Effect of Consistency on Employee Performance in selected Telecommunication companies

Findings show that consistency significantly affects employee performance ($r = .48$). This means that consistency is a significant determinant of employee performance in selected Telecommunication companies in Ntungamo District. Since the correlation does imply a causal-effect as stated in the first objective, the coefficient of determination, which is a square of the correlation coefficient ($r^2 = .692$), was computed and expressed as a percentage to determine the variance in employee performance in selected Telecommunication companies in Ntungamo District due to consistency. Thus, findings show that consistency accounted for 69.2% variance in employee performance in selected Telecommunication companies in Ntungamo District. This means that consistency has a positive significant effect on employee performance. This practically implies that employee performance in selected Telecommunication companies in Ntungamo District improves with a consistent organizational system.

Organizational consistency to its core values and agreements with clients must be a major focus if employees need to improve their performance. Effective consistent

communication is needed for management to develop and sustain a competitive advantage for organizational performance and improvement (Avolio et al, 2012 and Rowe, 2013), as cited by Femi (2014). Effective communication between leaders and employees is critically important for the potential success of a company. Leaders need to draw up strategies to improve communication that could lead to positive work consequences (Neves and Eisenberger, 2012). Improvements in supervisor-subordinate communication will assist organizations toward the goal of managing diversity by promoting equality and integration in the workplace.

Halis, (2010) agrees that job satisfaction increases when superiors establish a courteous and continuous communication with subordinates; receive feedback according to the nature of the work performed, and when the participation of the employees to achieve organizational goals are maintained. Pettit et al (1997) also agrees that organizational communication significantly affects job satisfaction and an open, positive communication increases the satisfaction.

5.3.3 Effect of adaptability on employee performance in selected Telecommunication companies in Ntungamo District

The study found a significant relationship between adaptability and employee performance in selected Telecommunication companies in Ntungamo District. This implies that employee performance in selected Telecommunication companies in Ntungamo District improves when organization is adaptable to creating change and focusing on customer development. The relationship between adaptability and employee performance is significant, meaning that if employees are continually motivated to focus on customer development, there is a likelihood that they will perform better. It is revealed that the employees confirm that leadership styles should be improved to suit all categories of employees. For instance, both the contract and support staff employees should have representatives on each board so they are well represented. These findings indicate that the employees are willing to serve the Telecommunication company long enough as long as there is a good adaptability and relationship between the managers and their subordinates. Brower, Schoorman and Tan (2010) stated that effective managers do not work in isolation from their

subordinates; instead they would prefer to work with their subordinates, and the nature of the relationship between the manager and subordinate has been acknowledged as complex, and interactive.

Committed employees of an organization demonstrate positive intentions to adapt to all situations their organization and they usually find it hard to quit the organization (Robbins and Coulter, 2003), as cited by Ahmad et al (2014).

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS, AREAS FOR FURTHER RESEARCH

6.1 Conclusion

Basing on the study findings, the following conclusions were drawn in relation to study themes;

6.1.1 Effect of involvement and Employee Performance in selected Telecommunication companies

The study showed that “There is no significant effect between involvement and employee performance in telecommunication companies in Ntungamo District” and it was rejected. This is because there was a high positive relationship between involvement and employee performance whereby an improvement in organization’s involvement increases on the performance of employees. The study can therefore conclude that involvement positively affects employee performance in telecommunication companies.

6.1.2 Effect of consistency on Employee Performance in selected Telecommunication companies

The study showed that there is no significant relationship between consistency and performance of employees in selected telecommunication, and it was rejected. This is because there was a positive significant positive relationship between consistency and employee performance, whereby an improvement in consistency (organization’s core values, and agreement with stakeholders) improves on the performance on employees. Therefore, the study can conclude that consistency positively affect employee performance.

6.1.3 Effect of adaptability on employee performance in the selected telecommunication companies

The study found that adaptability and employee performance were found to have a significant relationship. This means that adaptability (creating change, and customer focus) has effect on employee performance in selected Telecommunication companies in Ntungamo District. Therefore, the study can boldly conclude that organizations

should adapt to creating positive change, and aim at improving customer relations if employee performance is to improve.

6.2 Recommendations

6.2.1 Effect of involvement and Employee Performance in selected Telecommunication companies in Ntungamo District

Since involvement enhances employee performance, there is need to improve on this culture in the following ways:

There is need to build and improve teamwork. Putting a team in place to connect with each other, not just on a work level, but also on a friendship level, is beneficial towards more effective teamwork in the future. Team-building exercises are an easy way to get the team on the same level, familiar with one another, and better at communicating in a variety of environments. Planning out-of-office retreats and exercises for the team is also a great way to encourage better teamwork.

There is need for empowerment and leadership development at the Telecommunication company. The creation of a great Corporate culture demands the presence of good managers -- those who know how to delegate, communicate and listen. Without a great leader in place, the team can lose sight of the importance of organized and effective teamwork.

6.2.2 Effect of consistency on Employee Performance in selected Telecommunication companies in Ntungamo District

The study established a significant relationship between consistency and performance of employees in selected telecommunication”, Therefore, the study recommends the following;

There should be much emphasis on the creation of positive impact that a "strong culture" can have on effectiveness; arguing that a shared system of beliefs, values, and symbols, which are widely understood by an organization's members, has a positive impact on their ability to reach consensus and carry out coordinated actions regarding consistency of an organization.

6.2.3 Effect of adaptability on employee performance in selected telecommunication companies in Ntungamo District

Objective of the study regarding the above subject matter, the following recommendations are drawn;

Management should create adaptable organizational working environment and opportunities for more informal time for employees to interact with managers. Employees are often hesitant to interrupt their busy boss for small things such as information needs.

Managers who provide opportunities for casual work conversation actually help employees feel needed. Management should appoint a Communications Committee which will manage communication in the Telecommunication company. Management should also hold regular meetings to foster communication between management and employees at all levels.

6.3 Areas for Further Research

Future research should focus on these other factors which affect organizational performance like motivation of employees, leadership styles, working environment and organizational policies, among others. Secondly, since it was one Telecommunication company that was focused on, other researchers can do further research on other organizations, companies and firms and find out what factors affect them as well.

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Appendix I: Questionnaire

Dear respondent,

I, NIMUSIIMA HONEST M23/BBUC/BBA/014 a student in the Bishop Barham University Kabale carrying out a research on “Corporate culture and employee performance in telecommunication companies”. You have been selected as a respondent in this study so kindly assist me by answering all the items in this questionnaire. The information given is purely for academic purposes and will be treated with at most confidentiality. Thank you for your cooperation.

SECTION A: BACKGROUND INFORMATION (Please tick the most appropriate)

1. Gender

a. Female

b. Male

2. Job title

a. Operational Staff

b. Supervisor

c. Manager

d. Administrators

3. How long have you worked in this position (Job)?

a. 2-4 year

b. 5-7 years

c. 8-10 years

d. Over 10 years

4. What is your highest level of Education? (Please tick the highest)

a. Certificate

c. Diploma

b. Degree

d. Master

e. PhD

5. What is your age range?

a. 21-30

b. 31-40

c. 41-50

d. Over 51 years and above

SECTION B: EFFECT OF CORPORATE CULTURE ON EMPLOYEE PERFORMANCE

SN		SD	D	N	A	SA
1	We are always polite to one another					
2	Employees in this Telecommunication company believe they must be honest in any situation by telling the truth always.					
3	Employees in this Telecommunication company believe they should do what they are told					
4	I find my values and the Telecommunication company's values are very similar.					
5	The workers in this Telecommunication company have a sense of the Telecommunication company's mission					
6	Workers feel free to voice innovative suggestions to top management in this Telecommunication company					
7	Departmental Heads frequently discuss with the workers their task requirements in order to cope well with the Telecommunication company's objectives.					
8	Workers perform competently without pressure from their bosses					
9	Employees show a lot of concern of seeing that they complete their day's work					
10	I am expected to have more individual responsibility for my job performance					

11	My Telecommunication company emphasizes on meeting the customer's needs as results are more important than following the correct organizational procedures					
12	"We've always done it that way" is a philosophy that describes my company's response to new ideas					

SECTION C: EFFECT OF ADAPTABILITY ON EMPLOYEE PERFORMANCE

		SD	D	N	A	SA
1	We always adapt to work environment					
2	People in this telecommunication company believe they must be honest to adapt to any situation by telling the truth always.					
3	People in this telecommunication company believe they should do what they are told.					
4	The workers in this telecommunication company have a sense of the telecommunication company's mission.					
5	Workers feel free to voice innovative suggestions to top management in this telecommunication company.					
6	Departmental Heads frequently discuss with the workers their task requirements in order to cope well with the telecommunication company's objectives.					
7	Workers perform competently without pressure from their bosses.					

8	Employees show a lot of concern of seeing that they complete their day's work.					
9	I am expected to have more individual responsibility for my job performance.					
10	My telecommunication company emphasizes on meeting the customers' needs as results are more important than following the correct organizational procedures.					
11	"We've always done it that way" is a philosophy that describes my company's response to new ideas.					
12	There is little variation in style of dress among employees.					

SECTION D: CHALLENGES OF CORPORATE CULTURE

SN		SD	D	N	A	SA
1	I create and maintain effective corporate culture in my organization					
2	I use corporate culture to provide guidance and direction in improving performance and productivity in the corporate group					
3	Adults change their way of doing things easily and casually					
4	I face some challenges and common elements to create and align effective organizational culture between the corporate office and my company's culture in the corporate group					
5	I attend to my work with speed and accuracy.					

6	In my organization, i share a commonly accepted way of doing things					
7	I take time to listen to my clients to ensure I attend to them effectively					
8	I do my work effectively without complaining.					
9	I combine the available resources very well to provide quality services.					
10	The individuals within the organization are insulated from external cultures					
11	Employees report on duty early and leave very late.					

Thank you for responding to this questionnaire

Appendix ii. Interview Guide for key informants (Managers, Accountants, and Auditors)

1. How did you create and maintain an effective corporate culture in your organization?
2. How does corporate culture influence efficiency, timeliness and productivity of employees in your organisation?
3. What are the performance management practices and activities used in your organization to align the corporate culture to each workers' performance in the group?
4. What are the main challenges and common elements to create and align effective organizational culture and employee performance in your company?
5. What are the practices and activities implemented in your organization that leads to higher productivity and performance without affecting the diversified business strategy?
6. What have employees accomplished using their organizational culture to enhance performance and productivity?
7. In your organization, do you share a commonly accepted way of doing things?
8. Is there any relationship between your corporate core values and your performance?
9. Is the management style in your organization characterized by involvement, consistency, consensus and participation?

END. THANK YOU

Appendix iv. Table for Determining Sample Size from a Given Population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381

Note.—N is population size.

S is sample size.

Appendix v Data collection Letter

UGANDA CHRISTIAN UNIVERSITY
BISHOP BARHAM UNIVERSITY COLLEGE
P.O BOX 613.
KABALE

8th May, 2025

TO THE MANAGER
AIRTEL UGANDA
NTUNGAMO BRANCH

Dear Sir / Madam,

RE : REQUEST FOR DATA COLLECTION

I hereby request for an opportunity to conduct my research at your organization

I am a female student aged 27, pursuing a Bachelors degree in Business Administration at Uganda Christian University - Bishop Barham University College Kabale.

I chose a topic "Corporate culture and Employee performance in Telecommunication companies" and I believe that Airtel Uganda - Ntungamo Branch will satisfactorily give me the information I need for this study.

Thank you for your consideration

Yours faithfully.

Nimukirina Horest

Student - Reg. No. M23/BBU/BBAA/1014.

Tel : 0775783444 | 0700660235

