

**ORGANIZATIONAL DESIGN AND EMPLOYEE PERFORMANCE IN
COMMERCIAL BANKS : A CASE STUDY OF BANK OF AFRICA MBALE
BRANCH**

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**UGANDA CHRISTIAN
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DECLARATAION

I Wangasa Jonah Luke declare that the content of this research report is my original work and to the best of my knowledge this work has never been submitted anywhere for any award. It is done through my own efforts.

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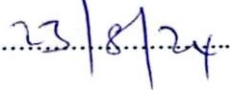
APPROVAL

I certify that this is original work drawn by Wangasa Jonah Luke has been under my supervision and is now ready for submission to the department of business of Uganda Christian University.

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Date:.....



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DEDICATION

I dedicate this research report to my mother, Mrs. Nabwire Teopista, whose unwavering support in paying my tuition and providing all other financial help, moral encouragement, and spiritual guidance has been the cornerstone of my academic journey. I also extend my heartfelt gratitude to my siblings, Muyama Joan, Wandeba Joel, and Namalala Moses, for their inspirational messages and constant encouragement in this academic journey which have fueled my determination to succeed.

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LIST OF ACHRONOMNS

BOA	:	Bank of Africa
SIPT	:	Social Information Processing Theory
LMX	:	Leader-Member Exchange
CVI	:	Content Validity Index
SPSS	:	Statistical Package for Social Sciences

ABSTRACT

This research report was undertaken to investigate on organizational design and employee performance in Bank of Africa Mbale branch. It was guided by three objectives; to find out the effect of leadership style on employee performance of Bank of Africa Mbale branch, to analyze the effect of organizational culture on employee performance of Bank of Africa Mbale branch, to assess the effect of external environment on employee performance of Bank of Africa Mbale branch. The researcher used a sample size of 36 respondents then used questionnaires and interview guide to collect data which was later analyzed using the statistical package for social sciences. Results of the first objective shows that leadership style has a significant effect on employee performance of Bank of Africa Mbale branch, Supported by the following responses; 66% were positive to the statement that leadership styles that focus on employee well-being and development, such as servant leadership, contribute to higher job satisfaction; 44% were positive to the statement that transactional leadership, which emphasizes rewards and consequences based on performance, fosters a sense of accountability among employees, 50% of the respondents had apposite response to the statement that leadership styles that encourage creativity, such as transformational or participative leadership, provide employees with the freedom to explore new ideas and approaches. Results of the second objective reveals that organizational culture affects employee performance of Bank of Africa Mbale branch and was supported by the following responses which include; 55% of the respondents were positive to the statement that an organizational culture that promotes flexibility and adaptability helps employees adjust to changes more easily while results of the third objective showed that external environment has a significant effect on employee performance of Bank of Africa Mbale branch supported by 47% were positive to the statement that high competition can motivate employees to excel, but excessive pressure may lead to stress and burnout, negatively impacting performance. The bank should foster open communication, encourage collaboration, and provide clear expectations and constructive feedback. Leaders should lead by example, demonstrating commitment and integrity, which can inspire employees to perform at their best.

CHAPTER ONE

INTRODUCTION

1.0 Introduction.

This chapter presents a background to the study, conceptual background, theoretical background, contextual background, and statement of the problem, purpose of the study, specific objectives, and research questions, scope of the study, significance of the study, justification of the study and conceptual framework.

1.1 Background of the Study

1.1.1 Historical Background

In an international perspective, organizational design affects employee performance by providing a framework that aligns global strategies with local practices (Lawrence, 2014). For instance, multinational banks must adapt their organizational structures to accommodate diverse cultural and regulatory environments across different countries (Mudambi et al., 2020). Such customization enhances employee performance, as it enables employees to operate within a context that resonates with their local norms and values (Aycaan et al., 2000).

Organizational design and employee performance in commercial banks have been of great interest to scholars and practitioners for decades, as it promises to provide insights into enhancing bank efficiency and effectiveness. From an international perspective, the study of organizational design and employee performance has gained traction due to globalization and the interconnectedness of financial markets (Adamu, 2019). Researchers have explored different organizational design models, such as the contingency theory and resource-based view, to understand the impact of structure, culture, and practices on employee performance in commercial banks across various countries (Daft, 2016).

The focus on organizational design and employee performance in commercial banks in the African perspective is essential due to the continent's unique economic, social, and political context (Nkundabanyanga, 2017). Many African countries have experienced significant economic transformation and rapid growth in their banking sectors, making it crucial to understand the factors that contribute to the success of these institutions (Mmzawe, 2014).

Studies within this context have examined the impact of cultural dynamics, regulatory frameworks, and human resource practices on the performance of commercial banks in Africa

In the context of East Africa, organizational design plays a crucial role in addressing specific challenges faced by commercial banks in the region. East African banks must navigate a diverse and rapidly evolving market, characterized by fragmented financial systems, scarce resources, and technological limitations (Odhiambo, 2015). An appropriate organizational design that fosters innovation, cross-departmental collaboration, and customer-centricity is thus critical in improving employee performance within this context.

Zooming in further to the East African perspective, studies have recognized the importance of assessing organizational design and employee performance within the East African region, which includes countries like Uganda, Kenya, Tanzania, Rwanda, and Burundi. Each of these countries presents unique challenges and opportunities for commercial banks (Adamu, 2019). Researchers have examined aspects such as the impact of technology adoption, talent management strategies, and leadership styles on employee performance in the banking sector across East African countries (Mbeki, 2017). These studies have provided valuable insights for banks operating within the region on how to leverage their organizational design to improve employee performance and gain a competitive advantage.

Taking a closer look at the Ugandan perspective, the study of organizational design and employee performance in commercial banks in Uganda has gained attention in recent years due to the growth of the banking industry and the increasing focus on productivity and operational efficiency (Mutambala, 2019). Scholars have examined the impact of factors such as strategic alignment, organizational culture, and employee motivation on performance in Ugandan commercial banks (Nanyanzi & Tamala, 2017). These studies have been instrumental in guiding both policy and management decisions within the Ugandan banking sector to enhance employee performance and organizational effectiveness.

Within the Ugandan context, organizational design influences employee performance in commercial banks by addressing unique challenges and opportunities. Uganda faces challenges such as political instability, inadequate infrastructure, and a limited pool of skilled labor (Ssemanda et al., 2016). An effective organizational design would take these factors into account

and develop strategies to attract and retain top talent, enhance employee engagement, and promote organizational resilience (Okurut et al., 2019).

With specific reference to Bank of Africa (BOA), organizational design can shape employee performance by aligning the bank's structure and processes with its strategic objectives. BOA operates in multiple countries within Africa, necessitating a decentralized organizational structure to accommodate local market intricacies while maintaining centralized control over critical functions (Iacobucci et al., 2012). Such design considerations enable BOA to leverage its presence in different African markets, foster collaboration among employees, and ultimately enhance overall performance.

Finally, when focusing on the Bank of Africa perspective, studies have explored the specific challenges and opportunities faced by this prominent financial institution. Researchers have delved into topics such as the impact of the bank's organizational structure, policies, and HR practices on its employee performance and overall organizational outcomes (Kazeem et al., 2016). These studies provide valuable insights for the Bank of Africa, helping them make informed decisions about their organizational design strategies to optimize employee performance and meet their goals.

In conclusion, the study of organizational design and employee performance in commercial banks has a rich historical background that spans different perspectives and specific contexts. Researchers have examined these topics from an international perspective, an African perspective, an East African perspective, a Ugandan perspective, and even a Bank of Africa perspective. The findings from these studies have had significant implications for policy-making, strategic decision-making, and overall organizational effectiveness in the banking industry.

1.1.2 Theoretical Background

Social Information Processing Theory (SIPT)

This study was guided by Social Information Processing Theory (SIPT) as discussed below;

One theory that is often used in studying organizational design and employee performance in commercial banks is the Social Information Processing Theory (SIPT). This theory emphasizes the importance of social interactions among employees for shaping their attitudes, behaviors, and

job performance within the organization. According to the SIPT, employees seek information from their colleagues and supervisors, interpret this information, and use it to form expectations about their role and task performance. These social interactions play a crucial role in how employees perceive their work environment, their motivation levels, and their overall job satisfaction.

Research by Friedman and Bolino (2009) validates the SIPT by demonstrating that the information received through social interactions, such as feedback from supervisors and support from colleagues, significantly influences employee job performance. Furthermore, they found that positive social interactions, such as cooperation and friendly relationships with colleagues, are linked to higher job performance and job satisfaction. On the other hand, negative social interactions, such as conflicts and criticism, have detrimental effects on employee performance.

Another relevant study supporting the SIPT is conducted by Cummings and Bromiley (1996). This study suggests that social information processing is not limited to individual employees, but also extends to groups within organizations. It highlights the significance of social context in shaping employees' behavior and job performance. In commercial banks, where teamwork and collaboration are essential, this theory can guide organizational design by emphasizing the importance of creating a positive social environment that promotes cooperation, open communication, and mutual support among employees.

In summary, the Social Information Processing Theory offers insights into organizational design and employee performance in commercial banks. It underscores the role of social interactions and the information obtained from them in shaping employee attitudes and behaviors within the organization. Studies such as the ones conducted by Friedman and Bolino (2009) and Cummings and Bromiley (1996) provide empirical evidence supporting the validity of this theory.

1.1.3 Conceptual Background

Organizational design

Organizational design refers to the arrangement of various elements within an organization to optimize its efficiency and performance (Mintzberg, 1980). It involves establishing structures, roles, processes, and systems that facilitate effective coordination and collaboration among employees (Galbraith, 1977). Employee performance, on the other hand, relates to the extent to

which individuals fulfill their job responsibilities and contribute to achieving organizational goals (Campbell et al., 1993).

Leadership style

Leadership style also has a significant impact on employee performance in commercial banks. Different leadership styles, such as autocratic, democratic, and transformational, can influence employees' motivation, engagement, and overall job satisfaction. For instance, a transformational leadership style, which emphasizes inspiration, vision, and individual development, has been found to enhance employee performance in the banking sector (Lee, 2015).

Organizational culture

Organizational culture is another factor that influences employee performance in commercial banks. Organizational culture refers to shared values, beliefs, and norms that shape employees' behaviors and attitudes within an organization. In commercial banks, a strong and positive culture that fosters collaboration, innovation, and customer orientation can enhance employee performance and drive organizational success (Didar & Haylamaz, 2018).

External environment

The external environment also affects employee performance in commercial banks. Factors such as economic conditions, technological advancements, regulatory requirements, and competitive pressures can all impact the performance and effectiveness of bank employees. For example, a rapidly changing technological landscape may require employees to continuously update their skills and knowledge to adapt to emerging trends (Scully, 2013).

1.1.4 Contextual Background

The Bank of Africa's Mbale branch is a significant financial institution located in Mbale, a bustling town in the Eastern Region of Uganda. The branch serves as a prominent banking hub, catering to the financial needs of individuals, businesses, and organizations in the area.

Bank of Africa (BOA) is a Pan-African banking group with a strong presence in several countries across the continent. Established in 1982, the bank has grown steadily, providing reliable financial services to millions of customers. BOA focuses on delivering inclusive banking solutions, supporting economic growth, and fostering financial inclusion in the regions it serves.

The Mbale branch of the Bank of Africa was opened to enhance accessibility to financial services for the people of Mbale and its surrounding areas. The branch was strategically established to tap into the economic potential of the region, which is known for its bustling agricultural and trading activities. The process of establishing the Bank of Africa's Mbale branch involved extensive planning and coordination. The bank conducted thorough market research to assess the potential customer base and evaluate the demand for banking services in the region. After identifying the viability of setting up a branch in Mbale, the bank proceeded with the necessary administrative procedures, which included acquiring the required licenses, permits, and regulatory approvals from the relevant authorities.

Following the completion of the administrative process, the bank embarked on the physical construction of the branch. This involved acquiring suitable land and building a modern, functional banking facility equipped with the latest technological infrastructure to facilitate seamless transactions and provide efficient customer services. As part of its commitment to the local community, the Bank of Africa invested in recruiting and training a team of skilled professionals to staff the Mbale branch. These professionals possess a deep understanding of the local market dynamics and are well-positioned to provide personalized services to customers. The Bank of Africa's Mbale branch officially opened its doors to customers with a grand inauguration ceremony, which witnessed the attendance of government officials, community leaders, and bank executives. The event served as a testament to the bank's commitment to supporting economic development and financial inclusion in Mbale.

1.2 Statement of the Problem

The organizational design of Bank of Africa's Mbale branch would be structured to optimize both efficiency and employee performance. This would entail a well-defined hierarchy, clear roles and responsibilities, and streamlined processes that facilitate seamless operations and service delivery. The branch would leverage advanced technological systems and data-driven decision-making to enhance productivity and customer satisfaction. Employees would be motivated, well-trained, and aligned with the bank's strategic objectives, resulting in high levels of performance and engagement. Research indicates that effective organizational design significantly impacts employee performance by reducing ambiguity and fostering a conducive work environment (Burton et al., 2006).

Bank of Africa Mbale branch faces several challenges that impede optimal organizational design and employee performance. These challenges include resource constraints, resistance to change, and inadequacies in technology infrastructure. Additionally, the branch struggles with communication barriers and an unclear organizational structure, leading to role confusion and inefficiencies. Employee performance is further hampered by limited training opportunities and a lack of incentives, contributing to low morale and high turnover rates. Studies show that commercial banks often encounter such practical difficulties, which necessitate continuous adjustments and improvements in their organizational design (Narteh & Owusu-Frimpong, 2011).

The consequences of an inadequately designed organization at the Bank of Africa Mbale branch may be significant, impacting both operational efficiency and overall employee performance. Poor organizational design results in misaligned goals, reduced employee engagement, and suboptimal customer service, which ultimately affects the bank's competitiveness and profitability. Employees might experience burnout, job dissatisfaction, and a lack of professional growth, leading to higher absenteeism and turnover. In the long term, the branch may face reputational damage and a decline in market share. Effective organizational design is crucial in mitigating these risks and enhancing employee performance, as it fosters a supportive environment that promotes job satisfaction and productivity (Cameron & Quinn, 2011).

1.3 Purpose of the Study

To investigate on organizational design and employee performance in Bank of Africa Mbale branch

1.4 Specific Objectives

- i. To find out the effect of leadership style on employee performance of Bank of Africa Mbale branch
- ii. To analyze the effect of organizational culture on employee performance of Bank of Africa Mbale branch
- iii. To assess the effect of external environment on employee performance of Bank of Africa Mbale branch

1.5 Research Questions

- i. What is the effect of leadership style on employee performance of Bank of Africa Mbale branch?
- ii. What is the effect of organizational culture on employee performance of Bank of Africa Mbale branch?
- iii. What is the effect of external environment on employee performance of Bank of Africa Mbale branch?

1.6 Scope of the Study

The study was focused on content scope, time scope and geographical scope

1.6.1 Content Scope

The study was basically focused on leadership style, organizational culture, external environment.

1.6.2 Time Scope

The study was based on a 6-year time frame (2014-2020). This is because this is the period when of Bank of Africa Mbale branch has been marred by lack of standardized metrics to assess employee productivity, customer service quality, and goal achievement.

1.6.3 Geographical Scope

The study was carried out at bank of Africa Mbale Branch located at Cathedral, Mbale, Uganda. Bank of Africa, Mbale is a bank in Industrial Division, Mbale Municipality, Eastern Uganda located on Market Street. Bank of Africa, Mbale is situated nearby to the marketplace Mbale Central Market and the government office NSSF, Mbale.

1.7 Significance of The Study

This study holds significant importance for understanding and improving organizational design and employee performance in commercial banks, with a specific focus on the Bank of Africa, Mbale Branch. For bank management, the findings may provide actionable insights into how organizational structures can be optimized to enhance efficiency and effectiveness. By examining the correlation between organizational design and employee performance, bank

leaders can implement strategic changes that foster a more productive work environment, leading to better service delivery and customer satisfaction. Improved Efficiency: By studying the organizational design and its impact on employee performance, the bank can identify areas for improvement in its structure, processes, and systems. This can lead to increased efficiency and productivity, ultimately benefiting the bank's overall performance.

For the government and policymakers, this study offers valuable data to support the formulation of regulations and policies that promote healthy banking practices. A well-designed organizational structure in banks may lead to improved financial stability and economic growth. Insights from this study may guide the development of frameworks that ensure banks operate efficiently and ethically, thereby enhancing the overall stability of the financial sector and protecting consumers' interests.

Stakeholders, including investors and shareholders, stand to benefit from this study by gaining a deeper understanding of how organizational design impacts bank performance and profitability. A bank that is well-organized and has high-performing employees is more likely to achieve its financial goals and provide better returns on investment. This study can help stakeholders make informed decisions about their investments and involvement with the Bank of Africa, Mbale Branch, and other similar institutions.

Academicians and researchers may find this study to be a valuable addition to the existing body of knowledge on organizational behavior and performance management in the banking sector. It provides empirical evidence and practical examples that can be used in academic discourse, further research, and teaching.

1.8 Justification of the Study

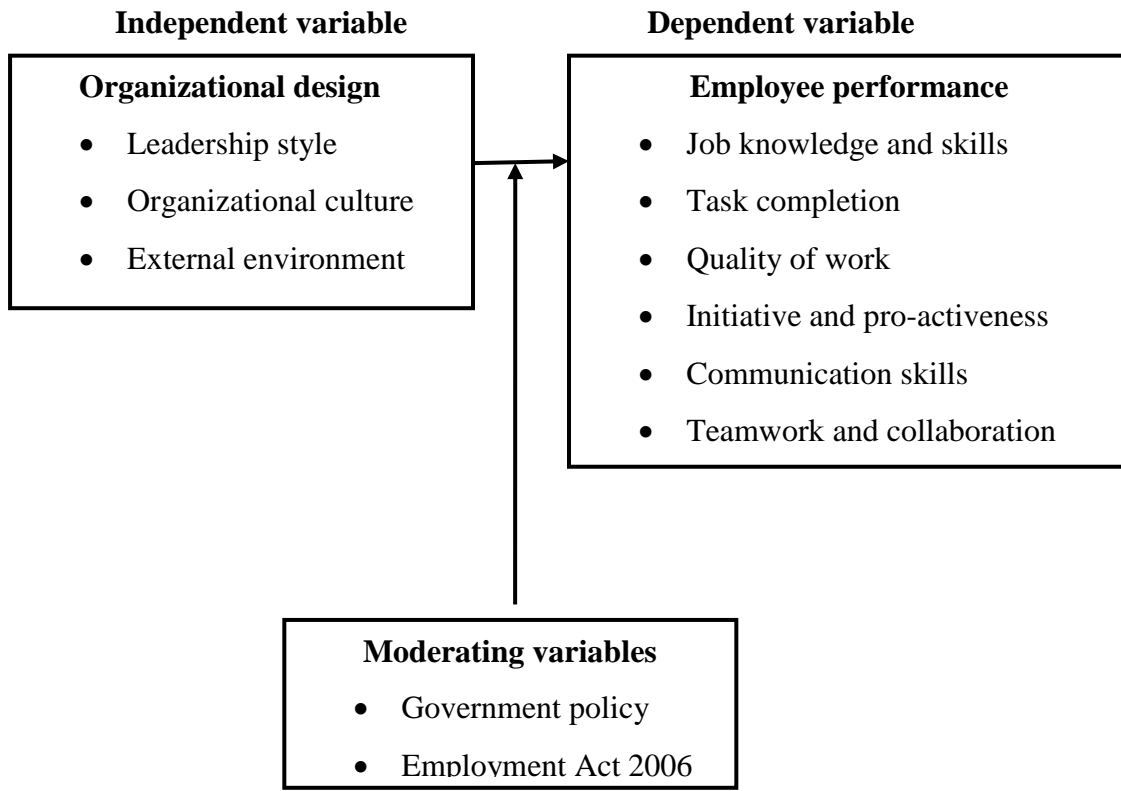
Research on organizational design and employee performance in commercial banks, specifically at the Bank of Africa Mbale branch, is crucial for several reasons. First, the banking sector operates in a highly competitive and dynamic environment where organizational efficiency directly impacts service delivery and customer satisfaction. By examining the current organizational structure and employee performance, the Bank of Africa may identify inefficiencies and areas for improvement. This research may reveal how organizational design

influences employee motivation, job satisfaction, and overall productivity, providing a basis for strategic changes that enhances operational efficiency.

Second, the findings from such research may offer valuable insights into the human resource management practices within the branch. Understanding the correlation between organizational design and employee performance may help in developing more effective training programs, career development opportunities, and performance appraisal systems. For the Bank of Africa Mbale branch, which operates in a specific socio-economic context, tailored strategies derived from this research may address unique local challenges and leverage local strengths, thereby improving employee engagement and retention.

Finally, this research may contribute to the broader field of organizational studies and banking management by providing a case study of a specific branch within a larger banking network. The insights gained may can be used to inform policies and best practices not only within the Bank of Africa but also in other commercial banks facing similar challenges. Additionally, it can aid in benchmarking performance standards and organizational practices across different branches and regions, fostering a culture of continuous improvement and innovation in the banking industry.

1.9 Figure 1 Conceptual Framework



Source: Researcher's conceptualization (2024)

Figure 1 above intimates that organizational design consists of leadership style, organizational culture, external environment as independent variable, and on the other hand, employee performance comprises of job knowledge and skills, task completion, quality of work, initiative and pro-activeness, communication skills, teamwork and collaboration as dependent variable while moderating variables include government policy, employment Act 2006.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introductions

This chapter deals with the review of other researcher's literature or ideas which are similar or closely related to the topic of the study; this was conducted in relation to the specific objectives of the study.

2.1 Theoretical Review

The study was supported by Contingency Theory of Organizational Design, developed by researchers Lawrence and Lorsch in 1967. This theory suggests that there is no one-size-fits-all approach to designing an organization or managing employees effectively. Instead, the effectiveness of organizational design and employee performance depends on the fit between the organization's structure, processes, and systems, and the external environment in which it operates. The Contingency Theory assumes that organizations must align their structure and processes with the external demands and challenges they face. This means that organizations should consider factors such as market conditions, customer demands, regulatory requirements, and technological advancements when designing their structure. The theory also assumes that there is no "perfect" organizational design, but rather a fit between the organization and its external environment that can enhance employee performance.

However, this theory has some limitations. Firstly, it may be challenging for organizations to accurately predict and understand their external environment. Market dynamics and customer needs can change rapidly, making it difficult to design an organization that effectively responds to these changes. Additionally, the Contingency Theory does not provide specific guidance on how to design an organization for optimal employee performance, as it mainly focuses on the fit between the organization and its environment. This theory explains the variables of organizational design and employee performance by emphasizing the importance of aligning structure, processes, and systems with the external environment. When the organizational design of a commercial bank is well-aligned with its external environment, employees are better able to respond to market changes, meet customer needs, and comply with regulatory requirements.

This, in turn, can lead to improved employee performance, increased efficiency, and ultimately, better organizational outcomes (Lawrence & Lorsch, 1967).

2.2.1 Effect of Leadership Style on Employee Performance

In today's dynamic and competitive business environment, effective leadership plays a crucial role in shaping employee performance and organizational success. Various leadership styles have been studied for their impact on employee performance, including transformational, transactional, autocratic, democratic, and laissez-faire leadership. This literature review seeks to explore the existing research on the effect of leadership style on employee performance, including the underlying theoretical frameworks and empirical evidence. The study of leadership styles and their impact on employee performance has been informed by several theoretical frameworks. One prominent framework is Bass's Transformational Leadership Theory, which suggests that transformational leaders inspire and motivate their followers through their vision and charisma, ultimately leading to improved employee performance (Bass, 1985). Moreover, transactional leadership, as proposed by Burns (1978), focuses on the exchange relationship between leaders and followers, where performance is contingent on rewards and punishments. These theoretical perspectives provide a foundation for understanding the relationship between leadership style and employee performance.

A meta-analysis by Judge and Piccolo (2004) found a strong positive relationship between transformational leadership and employee performance across different organizational contexts. Transformational leaders are known for their ability to inspire and motivate employees, fostering a sense of commitment and dedication to organizational goals (Avolio & Yammarino, 2013). By empowering employees and promoting a shared vision, transformational leaders can enhance individual and team performance, leading to improved organizational outcomes (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008).

The mechanisms through which leadership styles influence employee performance have been a subject of extensive research. Trust has been identified as a crucial mediating variable linking leadership and employee performance (Dirks & Ferrin, 2002; Mayer, Davis, & Schoorman, 1995). Motivation, encompassing intrinsic and extrinsic factors, has also been recognized as a key mechanism through which leadership styles impact employee performance (Deci & Ryan, 1985; Gagné & Deci, 2005).

Transactional leadership, characterized by contingent rewards and corrective actions, has been shown to influence employee performance as well. Podsakoff, McKenzie, Moorman, and Fetter (1990) found that transactional leadership behaviors, such as setting clear expectations and providing rewards for performance, were associated with higher levels of employee satisfaction and performance. However, the effectiveness of transactional leadership may be context-dependent, as excessive reliance on rewards and punishments can lead to extrinsic motivation and hinder intrinsic motivation (Bass & Riggio, 2006).

In addition to transformational and transactional leadership, the autocratic and democratic leadership styles have also been studied in relation to employee performance. Autocratic leaders make decisions unilaterally and enforce strict control over their subordinates, whereas democratic leaders involve employees in decision-making and encourage participation (Lewin, Lippitt, & White, 1939). Research by De Hoogh and Den Hartog (2008) found that autocratic leadership was negatively associated with job performance, as it can stifle employee creativity and motivation. Conversely, democratic leadership has been linked to higher levels of employee satisfaction and performance, as it promotes empowerment and engagement (Brown & Treviño, 2006).

Laissez-faire leadership, characterized by a hands-off approach and minimal guidance, has consistently shown negative effects on employee performance. A meta-analysis by Schyns and Schilling (2013) revealed that laissez-faire leadership was associated with lower levels of job satisfaction and performance, as employees may experience ambiguity and lack of support. The absence of leadership involvement and direction can lead to reduced productivity and organizational effectiveness (Barling, Weber, & Kelloway, 1996). The impact of leadership style on employee performance is contingent on various contextual and individual factors. For instance, the organizational culture and industry type may influence the effectiveness of certain leadership styles (Den Hartog, House, Hanges, Ruiz-Quintanilla, & Dorfman, 1999). Moreover, individual differences in employees' personality traits, such as openness to experience and conscientiousness, can moderate the relationship between leadership style and employee performance (Ilies, Judge, & Wagner, 2006).

One of the most widely studied leadership styles in the context of employee performance is transactional leadership. Transactional leadership is characterized by the use of contingent rewards and punishment to direct and motivate employees (Bass, 1985). Research by Judge and Piccolo (2004) suggests that transactional leadership has a positive impact on employee performance, particularly in terms of task performance and adherence to organizational procedures and standards. This finding is supported by the work of Podsakoff et al. (1990), who found that transactional leadership behaviors such as clarifying expectations, setting goals, and providing feedback were positively associated with employee performance outcomes.

In contrast to transactional leadership, transformational leadership emphasizes the development of a shared vision, intellectual stimulation, and individualized consideration to inspire and motivate employees (Bass, 1985). Studies indicate that transformational leadership has a significant positive effect on employee performance across various organizational settings (Bass & Avolio, 1994; Judge & Bono, 2001). For instance, Avey, Reichard, Luthans, and Mhatre (2011) found that transformational leadership was associated with higher levels of employee engagement and performance, suggesting that transformational leaders have the ability to inspire and empower their employees to achieve exceptional results.

Another leadership style that has gained attention in recent years is servant leadership, which is characterized by a focus on serving the needs of employees, empowering them, and promoting their personal and professional growth (Greenleaf, 1977). Research by Liden, Wayne, Liao, and Meuser (2014) demonstrated that servant leadership positively influences employee performance by fostering a climate of trust, collaboration, and support. Adams, Turner, and Moideenkutty (2015) also found that servant leadership was associated with higher levels of employee satisfaction and performance, suggesting that leaders who prioritize the well-being and development of their employees can ultimately enhance organizational performance. Authentic leadership, which emphasizes self-awareness, transparency, and ethical behavior, has also been linked to employee performance outcomes. Gardner, Avolio, Luthans, May, and Walumbwa (2005) found that authentic leadership was positively related to employee job satisfaction and performance, highlighting the importance of leaders' genuine and ethical conduct in influencing employee attitudes and behaviors.

Apart from the broad leadership styles described above, specific leadership behaviors related to contingent rewards have also been examined in relation to employee performance. These contingent reward behaviors include recognizing and rewarding employees for their performance, providing resources and support, and offering incentives for achieving specific objectives (Bass, 1985). Studies have consistently shown that leaders who engage in contingent reward behaviors significantly impact employee performance and job satisfaction (Zhu, Avolio, Riggio, & Sosik, 2011). Furthermore, Wang et al. (2011) found that contingent rewards were positively associated with employee task performance and organizational citizenship behaviors, underscoring the importance of recognizing and reinforcing employees' efforts and contributions.

The impact of leadership style on employee performance is often mediated by various psychological mechanisms. Trust in the leader has been identified as a crucial mediator in the relationship between leadership style and employee performance. Luthans and Avolio (2003) proposed that transformational leadership fosters followers' trust in their leaders, which in turn enhances their motivation and performance. Similarly, servant leadership has been linked to the development of trust between leaders and employees, leading to improved performance (Liden et al., 2014). Furthermore, employee motivation and job satisfaction have been identified as key mediators of the relationship between leadership style and employee performance. Authentic leadership, for example, has been found to enhance employees' intrinsic motivation and job satisfaction, ultimately leading to improved performance (Gardner et al., 2005).

One prominent leadership style that has been extensively studied in relation to employee performance is transformational leadership. Bass (1985) defined transformational leadership as a style that inspires and motivates followers to achieve extraordinary outcomes by setting high standards, fostering a supportive environment, and actively engaging in the development of their employees. According to Avolio, Walumbwa, and Weber (2009), transformational leadership is positively associated with various performance outcomes, including task performance, organizational citizenship behavior, and job satisfaction. This style of leadership has been found to have a significant impact on enhancing employee engagement, motivation, and commitment, ultimately leading to improved performance (Bass, 1990).

Contrastingly, transactional leadership is characterized by a focus on contingent rewards and the exchange of benefits between the leader and their followers. This leadership style has been

associated with more immediate performance improvements through the use of rewards and punishments to motivate employees (Judge & Piccolo, 2004). Avolio, Zhu, Koh, and Bhatia (2004) found that transactional leadership positively influences employee performance by providing clear expectations and rewards for meeting established targets. However, the effectiveness of transactional leadership in the long term and its impact on employee satisfaction have been subjects of debate, with some studies suggesting that it may not be as conducive to sustained high performance and intrinsic motivation as transformational leadership (Bass, 1985).

A less common but increasingly studied leadership style is servant leadership, which focuses on the leader's commitment to serving the needs of their employees and facilitating their growth and development. Greenleaf (1977) proposed this concept, emphasizing the importance of humility, empathy, and ethical behavior in fostering a supportive workplace environment. Liden, Wayne, Zhao, and Henderson (2008) found that servant leadership is positively related to employee job performance, organizational citizenship behavior, and overall satisfaction. Employees working under servant leaders often report higher levels of trust, empowerment, and a sense of organizational support, leading to enhanced performance and well-being (Ehrhart, 2004).

Authentic leadership, another emerging leadership style, focuses on the genuine and transparent behavior of the leader, which fosters a sense of trust, openness, and ethical decision-making. Avolio, Gardner, Walumbwa, Luthans, and May (2004) suggest that authentic leadership positively influences employee performance by cultivating a climate of openness, trust, and ethical conduct, which, in turn, fosters creativity, innovation, and commitment to organizational goals. Walumbwa, Avolio, Gardner, Wernsing, and Peterson (2008) found that authentic leadership is associated with higher levels of employee job satisfaction, organizational citizenship behavior, and extra-role performance. Moreover, studies have demonstrated that authentic leadership contributes to a positive organizational climate, promoting employee well-being and performance (Gardner et al., 2011).

While each leadership style has its unique characteristics and impacts on employee performance, the literature demonstrates that transformational leadership consistently stands out as positively influential across various organizational outcomes. Bass and Avolio (1994) found that transformational leadership is significantly related to employee satisfaction, motivation, and performance, surpassing other leadership styles in its ability to inspire and engage employees

towards achieving organizational objectives. Conversely, Limsili and Ogunlana (2008) noted that the transactional leadership style, while effective in achieving short-term performance improvements, may be less suitable for fostering an environment of innovation, creativity, and long-term sustainable performance. Servant and authentic leadership, on the other hand, have shown promise in promoting employee well-being and ethical conduct, with positive implications for performance and organizational culture, but further research is needed to establish their comparative effectiveness in various organizational contexts.

It is essential to recognize that the impact of leadership style on employee performance is contingent upon various contextual factors, including organizational culture, industry, and the nature of the work itself. Yukl (2010) emphasized that different leadership styles may be more effective in different organizational settings, and leaders should adapt their approach based on the specific needs and challenges they encounter. For example, while transformational leadership may be highly effective in dynamic and innovative industries, transactional leadership may be more suitable in environments that demand strict adherence to established procedures and regulations (Bass & Avolio, 1990). Therefore, understanding the organizational context and aligning leadership styles with the unique demands of the workplace is vital in optimizing the impact on employee performance.

Transactional leadership emphasizes the exchange of rewards for performance and is based on the use of contingent rewards and corrective actions. According to Avolio et al. (1999), transactional leaders establish clear expectations for their subordinates and use contingent rewards to reinforce desirable behaviors. In their study, Avolio et al. (1999) found that transactional leadership is positively associated with employee performance, as it provides a structured framework for goal-setting and performance appraisal.

In a similar vein, Bass (1985) highlighted the importance of transactional leadership in fostering compliance and the achievement of performance targets. Bass (1985) argued that transactional leaders clarify the roles and responsibilities of employees, leading to improved performance outcomes. Furthermore, Podsakoff et al. (1990) conducted a meta-analysis and found a positive relationship between transactional leadership and employee job performance, indicating that transactional leaders can influence the performance of their subordinates through contingent rewards and corrective actions. Contrary to transactional leadership, transformational leadership

focuses on inspiring and empowering followers to achieve higher levels of performance. Avolio and Bass (1990) emphasized that transformational leaders motivate their followers by articulating a compelling vision, stimulating intellectual growth, and providing individualized consideration. In a comprehensive meta-analysis, Judge and Piccolo (2004) found a strong positive relationship between transformational leadership and employee performance.

Furthermore, Luthans and Avolio (2003) argued that transformational leaders create a supportive and stimulating work environment, leading to higher levels of job satisfaction and performance among employees. This finding was supported by a study conducted by Walumbwa et al. (2008), which demonstrated that transformational leadership is associated with increased employee creativity and innovation, consequently enhancing overall job performance. Servant leadership focuses on the well-being and development of employees, emphasizing empathy, ethical decision-making, and servant behaviors. Greenleaf (1970) initially introduced the concept of servant leadership, highlighting the importance of serving others as the primary objective of leadership. Stone et al. (2004) conducted a study on servant leadership and found a positive relationship with employee job performance, indicating that leaders who prioritize the needs of their followers foster a positive work environment conducive to high performance.

In a similar vein, van Dierendonck (2011) emphasized the impact of servant leadership on employee performance, arguing that servant leaders promote trust, empowerment, and collaboration, ultimately leading to improved performance outcomes. Furthermore, Sendjaya et al. (2008) demonstrated that servant leadership is associated with higher levels of employee commitment and organizational citizenship behaviors, which are indicative of enhanced job performance.

Authentic leadership centers on self-awareness, transparency, and ethical decision-making, and emphasizes the alignment of leader and follower values. Avolio et al. (2004) highlighted the positive impact of authentic leadership on employee performance, emphasizing the importance of genuine and transparent leadership behaviors. Gardner et al. (2011) conducted a study on authentic leadership and found a significant positive relationship with employee job performance, indicating that leaders who demonstrate authenticity inspire higher levels of performance among their followers. Apart from the broader leadership styles, specific leadership behaviors related to contingent rewards have been extensively studied in relation to employee

performance. Podsakoff et al. (2000) highlighted the importance of contingent rewards, such as praising good performance and providing recognition for outstanding achievements, in enhancing employee motivation and performance.

In line with this, Colquitt et al. (2013) emphasized the impact of leader-member exchange (LMX) quality in facilitating contingent rewards and its subsequent effect on employee performance. The study revealed that high-quality leader-member exchange significantly contributes to employees' perceptions of fairness in reward distribution, ultimately leading to improved job performance. Trust, motivation, and job satisfaction are key mechanisms through which leadership styles influence employee performance. Transformative leadership has been found to build trust among employees through fostering open communication, demonstrating integrity, and promoting transparency (Dirks and Ferrin, 2002), leading to increased motivation and job satisfaction. Similarly, servant leadership, authentic leadership, and effective contingent rewards have all been linked to higher levels of trust, motivation, and job satisfaction among employees, ultimately contributing to enhanced performance outcomes (Walumbwa et al., 2011; Rego et al., 2017; Piccolo et al., 2010).

Transactional leadership, characterized by its focus on contingent rewards and punishments, has been extensively studied for its impact on employee performance. In their seminal work, Bass (1985) and Avolio (1999) highlighted the transactional leader's ability to set clear expectations and provide rewards based on performance. Studies by Podsakoff et al. (1990) and Judge and Piccolo (2004) supported the positive impact of transactional leadership on employee performance through the exchange of rewards for meeting objectives.

Transformational leadership, characterized by its ability to inspire and motivate followers, has been linked to enhanced employee performance. Bass and Avolio (1994) emphasized the transformational leader's vision, charisma, and individualized consideration. Research by Luthans and Avolio (2003) and Avolio, Walumbwa, and Weber (2009) demonstrated the positive effects of transformational leadership on employee performance, attributing it to increased motivation, commitment, and job satisfaction. Servant leadership, with its focus on serving the needs of others and promoting their development, has gained attention for its impact on employee performance. Greenleaf (1977) proposed the concept of servant leadership, which has been further explored by Liden, Wayne, Zhao, and Henderson (2008) and Walumbwa, Hartnell,

and Oke (2010). These studies highlighted the positive influence of servant leadership on employee performance, emphasizing trust, empowerment, and intrinsic motivation as underlying mechanisms.

Authentic leadership, characterized by self-awareness, transparency, and ethical decision-making, has also been linked to favorable employee outcomes. Avolio and Gardner (2005) introduced the concept of authentic leadership, while Walumbwa, Wang, Wang, Schaubroeck, and Avolio (2010) and Gardner, Cogliser, Davis, and Dickens (2011) provided empirical evidence of its positive impact on employee performance, citing increased trust, engagement, and ethical behavior as contributing factors. Specific leadership behaviors related to contingent rewards have been studied for their influence on employee performance. Podsakoff, MacKenzie, Moorman, and Fetter (1990) highlighted the role of contingent rewards in fostering employee motivation and performance. Similarly, Eisenbeiss and van Knippenberg (2015) focus on the importance of fair and transparent reward systems in driving employee performance under transactional and transformational leadership.

The mechanisms through which leadership styles influence employee performance have been a subject of extensive research. Trust has been identified as a crucial mediating variable linking leadership and employee performance (Dirks & Ferrin, 2002; Mayer, Davis, & Schoorman, 1995). Motivation, encompassing intrinsic and extrinsic factors, has also been recognized as a key mechanism through which leadership styles impact employee performance (Deci & Ryan, 1985; Gagné & Deci, 2005).

2.2.2 Effect of Organizational Culture on Employee Performance

Organizational culture plays a significant role in shaping employee behavior, attitudes, and performance within a company. It encompasses the shared values, beliefs, norms, and assumptions that guide employees' actions and influence their motivation, satisfaction, and commitment. This literature review aims to explore the relationship between organizational culture and employee performance, highlighting the relevant empirical studies conducted in this field. Schein (1992) proposed three levels of organizational culture: artifacts and behaviors, espoused values, and underlying assumptions. The visible artifacts and behaviors contribute to the formation of norms and values that guide employee performance. A study conducted by

Denison and Mishra (1995) found a positive relationship between strong organizational values and high employee performance.

Seminal work by Kotter and Heskett (1992) suggests that a strong organizational culture positively impacts employee performance. They found that companies with a strong culture consistently outperformed their competitors in terms of revenue growth, customer satisfaction, and employee engagement. Likewise, a study by O'Reilly et al. (2014) found that a strong culture enhances employee commitment and reduces turnover, leading to improved performance. Cultural fit refers to the alignment between an employee's values, beliefs, and behaviors with the organizational culture. Employees who fit well within the culture tend to perform better and demonstrate higher job satisfaction. Cable and Judge (1996) conducted a study that revealed a positive relationship between cultural fit and job performance. Similarly, Kristof-Brown et al. (2005) found that employees with higher levels of person-organization fit tend to have better performance outcomes.

An innovative culture encourages and supports employee creativity and problem-solving, leading to improved performance. A study by West et al. (2014) demonstrated that organizations promoting an innovative culture witnessed higher levels of employee innovation, which positively impacted overall company performance. Moreover, Zhou and George (2001) discovered that an organization's tolerance for risk-taking and support for innovation positively influenced employee creativity and performance.

A positive organizational culture promotes employee motivation, engagement, and commitment, resulting in enhanced performance (Denison, 1990). Several studies have shown a significant positive correlation between a supportive and empowering culture and employee motivation (Bolman & Deal, 2017; Cable & Judge, 1997). For example, Ding et al. (2017) found that organizations with a strong culture of trust, collaboration, and continuous learning have higher employee motivation and job satisfaction. In an ever-evolving business environment, an adaptable culture becomes crucial for sustainable performance. Researchers Cameron and Quinn (1999) found that organizations with adaptable cultures were more likely to achieve higher levels of employee performance and overall success. Additionally, a study by Chatman et al. (1998) revealed that companies with adaptive cultures experienced increased employee engagement, which ultimately led to improved performance.

Employee job satisfaction is crucial for ensuring high performance and minimizing turnover. An organization with a positive culture that values employee well-being and promotes work-life balance tends to have satisfied employees (Cooke & Szumal, 1993). Research by O'Reilly et al. (1991) demonstrated that employees in organizations with strong cultures characterized by a shared vision, clear values, and employee involvement reported higher job satisfaction. A supportive organizational culture plays a vital role in enabling employees to achieve high levels of performance. Strong cultures that emphasize learning, innovation, and knowledge-sharing enhance performance by providing adequate resources, training, and opportunities for growth (Appelbaum et al., 2000). A study by Kotter and Heskett (1992) revealed that companies with strong cultures outperform those with weak cultures in terms of productivity, profitability, and employee performance.

The impact of organizational culture on employee performance is closely tied to employee well-being. A positive culture that promotes work-life balance, employee recognition, and a healthy work environment leads to increased employee well-being and, consequently, improved performance (Bhattacharya et al., 2008; Sonnentag et al., 2012). For instance, research by Kalliath et al. (2012) highlighted that organizations with a culture focus will use on employee well-being experience fewer health-related issues and lower absenteeism rates.

Employee engagement refers to the level of commitment, involvement, and enthusiasm an employee exhibits towards their work and the organization. Organizational culture directly influences employee engagement, as it encompasses shared values, beliefs, and norms that shape how employees perceive and approach their roles. A study by Saks (2006) found a positive correlation between a culture use on employee well-being and engagement levels, leading to improved employee performance. Organizational culture also influences employee motivation. Studies have shown that a positive and empowering culture that values teamwork, recognition, and personal growth fosters higher levels of intrinsic motivation. For instance, in a research conducted by Deci and Ryan (2000), they found that organizational cultures emphasizing autonomy and competence significantly enhanced employee motivation, ultimately leading to improved performance.

Job satisfaction is a critical determinant of employee performance. Organizational culture has been found to be a significant factor in shaping an employee's level of job satisfaction. A study

by Oshagbemi (2003) indicated that a culture that promotes positive employee relationships, open communication, and fairness enhances job satisfaction, resulting in higher levels of employee performance. Understanding the factors that shape organizational culture is essential to comprehend its impact on employee performance. Several studies have identified key factors influencing organizational culture, such as leadership styles (Denison, 1984), organizational structure (O'Reilly & Caldwell, 1985), and internal communication processes (Chatman & Jehn, 1994). These factors interact to create a unique cultural environment that significantly affects employee behavior and performance.

Certain variables can influence the relationship between organizational culture and employee performance. For example, Alvesson and Einola (2019) found that individual differences, such as personality traits and job characteristics, can moderate the impact of organizational culture on performance outcomes. These moderating variables should be considered to obtain a deeper understanding of the complex interplay between organizational culture and employee performance. Gordon and DiTomaso (1992) emphasized the influence of organizational culture on employee behavior and performance. They argued that a positive culture enhances job satisfaction, commitment, and motivation, thereby promoting higher levels of performance.

Organizational culture significantly affects job satisfaction, which in turn influences employee performance. O'Reilly and Chatman (1996) conducted a study demonstrating a positive relationship between cultural values, job satisfaction, and employee performance. Additionally, Ahmed et al. (2019) found that employees in organizations with a strong culture experienced higher job satisfaction, leading to increased performance outputs. Strong organizational cultures are generally associated with higher levels of employee commitment. Meyer and Allen (1997) developed the Three-Component Model of Organizational Commitment, highlighting affective commitment as a crucial factor for employee performance. A supportive organizational culture fosters a sense of belonging, loyalty, and dedication among employees, ultimately leading to improved performance (Chaudhary et al., 2020).

Organizational cultures that promote open communication and knowledge sharing have a direct impact on employee performance. Lin and Chen (2007) found that knowledge sharing was significantly influenced by organizational culture, leading to improved overall performance. The presence of a supportive culture encourages employees to share expertise, leading to increased

innovation, problem-solving, and overall performance (Abdullah et al., 2016). The relationship between organizational culture and employee motivation is well-documented. A study by Bhatti and Qureshi (2007) revealed that a positive organizational culture significantly correlates with higher levels of employee motivation. Luthans and Peterson (2002) argued that a culture that values employee input, recognition, and skill development positively impacts employee motivation, thereby enhancing individual and organizational performance.

Organizational culture refers to the beliefs, values, assumptions, and behaviors shared by members within an organization (Schein, 1990). Notably, culture can be categorized into various dimensions such as innovation, teamwork, adaptability, customer orientation, and performance focus (Denison, 1990). Several researchers have extensively studied these dimensions to assess their impact on employee performance and organizational outcomes. Organizational culture significantly influences employee motivation levels. A positive culture that promotes trust, support, and recognition tends to enhance employee motivation (Meyer et al., 2002). On the other hand, a negative or toxic work environment with high levels of stress and low morale can diminish motivation levels, leading to decreased performance (Shuck et al., 2014).

Organizational culture has a substantial impact on employee satisfaction levels. A positive and supportive culture fosters employee well-being, job satisfaction, and overall job commitment (Denison & Mishra, 1995). In contrast, a toxic culture, characterized by fear, conflict, and poor interpersonal relationships, negatively affects employee satisfaction and ultimately their performance (Patterson et al., 2005). Research has consistently demonstrated the strong association between organizational culture, employee satisfaction, and turnover intentions (O'Reilly et al., 1991). Numerous studies have examined the relationship between organizational culture and various employee performance outcomes, including individual task performance, creativity, innovation, and organizational commitment. Strong organizational cultures that foster openness, empowerment, and continuous learning tend to promote higher levels of employee performance (O'Reilly et al., 2014). Moreover, cultures that encourage risk-taking and experimentation have been found to drive innovation and creativity (Cameron & Quinn, 2011). Conversely, cultures that inhibit autonomy, teamwork, and flexibility may negatively impact employee performance (Parker et al., 2010).

Numerous studies have examined the influence of organizational culture on employee behavior. Schein (1985) suggests that organizational culture guides employee decision-making, shapes their attitudes and beliefs, and determines the way they perceive and respond to organizational goals. Research by Denison (1990) supports this idea, indicating that employees embedded in a strong culture are more likely to align their behavior with organizational objectives. Leadership plays a critical role in shaping and influencing organizational culture. Effective leaders who consistently communicate and reinforce the desired cultural values can positively affect employee performance (Schein, 1992). Leaders who lead by example, embrace diversity, and encourage employee involvement tend to create a positive work environment with increased job satisfaction, motivation, and performance (Bass & Riggio, 2006).

A positive organizational culture can significantly impact employee job satisfaction. A study by Cameron and Quinn (1999) suggests that organizations with cohesive cultures that emphasize teamwork, collaboration, and employee well-being tend to have higher levels of job satisfaction among their employees. In contrast, organizations with conflicting cultures that focus on power struggles and competition may experience lower levels of job satisfaction.

2.2.3 Effect of External Environment on Employee Performance

The external environment plays a crucial role in shaping organizational outcomes, including employee performance. Understanding the impact of the external environment on employee performance is essential for organizations seeking to optimize productivity, engagement, and overall performance. This literature review aims to comprehensively examine the existing research on the effect of the external environment on employee performance, providing relevant citations to support the findings. The external environment heavily influences the development and maintenance of organizational culture, which in turn affects employee performance. Research by Denison and Mishra (1995) found that a positive organizational culture, fostered by external conditions such as industry competitiveness and turbulence, was positively associated with employee performance.

Advancements in technology and the external adoption of technological innovations have a direct impact on employee performance. A study by Kuan and Chau (2001) demonstrated that technological factors such as IT infrastructure, workflow automation, and access to information positively influenced employee performance. A highly competitive external market environment

can significantly impact employee performance. Research by Rucci, Kirn, and Quinn (1998) revealed that increased market competition was associated with higher levels of employee engagement, satisfaction, and overall performance. Fluctuations in economic conditions can exert both direct and indirect effects on employee performance. A study by Boxall, Guthrie, and Paauwe (2016) indicated that economic downturns negatively impacted employee engagement and job performance due to increased job insecurity and reduced job satisfaction.

In their research, McFarland and Hollenbeck (2015) analyzed the impact of economic conditions on employee performance. They observed that during periods of economic downturn, employees experienced increased job insecurity, leading to reduced motivation and productivity. Conversely, stable economic conditions fostered a sense of job security, positively influencing employee performance. The external regulatory environment has a significant influence on employee performance through compliance requirements and organizational response to regulations. Research by Guthrie, Datta, and Wright (2009) demonstrated that stringent regulatory oversight positively impacted employee performance by motivating managers to implement superior work practices.

Zhang, Li, and Lai (2017) examined the effect of economic uncertainty on employee performance in Chinese organizations. The study found that high levels of economic uncertainty resulted in decreased individual job satisfaction and higher turnover rates, indicating a negative impact on overall employee performance. Liu and Zingales (2019) use on the influence of technological advancements on employee performance. Their research revealed that organizations that effectively implemented technological innovations experienced enhanced employee engagement and productivity. Moreover, the study noted that providing employees with adequate resources and training to adapt to technological changes positively impacted employee performance.

In their study, Mishra, Boynton, and Mishra (2014) explored the relationship between technology overload and employee performance. They found that excessive technological demands, without proper support or training, led to decreased job satisfaction, higher stress levels, and reduced performance. Hitt, Ireland, and Sirmon (2011) examined the impact of legal and regulatory frameworks on employee performance. Their research highlighted that organizations operating in environments with clear and well-enforced regulations exhibited

higher employee job satisfaction, which positively influenced overall employee performance. In a study investigating the effect of ethical climate on employee behavior, Treviño et al. (2014) noted that organizations faced with stringent legal requirements demonstrated a more ethical climate.

Eisenhardt and Martin (2000) analyzed the impact of competitive intensity on employee performance. They found that moderate levels of competition drove employees to improve their performance and increase innovation. However, excessively intense competition resulted in increased stress levels, leading to lower performance and burnout. In a study exploring the effect of market turbulence on employee behavior, Keller et al. (2013) emphasized that organizations operating in unstable market conditions experienced reduced employee commitment and lower job satisfaction. These factors, in turn, negatively affected employee performance. Royer et al. (2015) investigated the effect of cultural norms on employee performance within diverse work environments. The study highlighted the importance of cultural alignment between employees and the organization, as differences in values, communication styles, and work ethic could impact performance outcomes.

In their research on the influence of social support on employee performance, Yildirim et al. (2019) emphasized the role of positive social relationships in enhancing performance. The study found that supportive work environments fostered employee engagement, motivation, and overall performance. Studies by Porter (1980) and Barney (1991) demonstrate that intense competition within an industry significantly influences employee performance. High competition fosters a sense of urgency and encourages employees to perform at their best to maintain a competitive advantage. Research by Scott, Winter, and Rajadhyaksha (1995) highlights that new and complex technologies may require additional training and skill development, which can initially decrease employee performance due to a learning curve. However, with appropriate training and support, employees can adapt to new technologies and achieve higher performance levels in the long run.

Research by Baumeister, Smart, and Boden (2001) suggests that employees working in a volatile market face increased anxiety and stress, which can negatively affect their performance. Market instability disrupts predictability and creates uncertainty, leading to decreased employee productivity. Studies by Grant and Parker (2009) indicate that technological advancements, such

as automation, can impact employee performance by altering job design. Automation may eliminate repetitive tasks, allowing employees to focus on more complex and fulfilling work, thus enhancing performance and job satisfaction.

Several researchers have investigated the relationship between the external environment and employee performance. One important aspect is the impact of economic conditions. During economic downturns, organizations may face financial challenges, leading to cost-cutting measures such as layoffs and reduced employee benefits. This can negatively affect motivation, job satisfaction, and ultimately, performance (Armstrong-Stassen & Schlosser, 2008). Technological advancements have also transformed the external environment. Some studies suggest that advancements in technology positively impact employee performance by enabling efficient communication, collaboration, and access to information (Hsu, Chen, & Cheng, 2013). On the other hand, rapidly changing technologies may also lead to skill gaps, requiring employees to continually update their competencies (Parlakkılıç, 2016).

Political and legal regulations play a significant role in shaping the external environment. For example, environmental regulations impact industries' operations, encouraging organizations to adopt environmentally friendly practices. Compliance with regulations can enhance an organization's reputation and positively influence employee performance (Lankau & Rupp, 2017). Social and cultural trends are also influential. Studies have shown that organizations promoting diversity and inclusive policies tend to have higher employee performance (Richard et al., 2017). Additionally, shifts in societal attitudes towards work-life balance have led organizations to adopt flexible work arrangements, which can enhance employee performance and well-being (Moen, 2016).

Technological advancements have transformed the way organizations operate and can significantly impact employee performance. In their study, Brynjolfsson and McAfee (2014) argue that technology investments can enhance productivity and improve overall employee performance. They suggest that organizations that effectively integrate technology into their processes enable employees to work more efficiently, leading to higher performance levels. Market conditions, such as competition, market growth, and customer demands, can influence employee performance. In a study by Boselie et al. (2005), the authors discuss how intense competition and market dynamics require employees to be more proactive, adaptable, and

customer oriented. They argue that organizations operating in highly competitive markets need to develop a performance-oriented culture that encourages employees to meet customer expectations and adapt to changing market conditions.

Changes in regulations and compliance requirements can have significant implications for employee performance. In their research, Miller and Del Carmen (2017) examine how regulatory changes in the healthcare sector affect the performance of healthcare professionals. They argue that compliance with regulations can have both positive and negative effects on employee performance, depending on factors such as clarity of guidelines, training programs, and organizational support. The social and cultural environment in which employees operate can also influence their performance. In their study, Aycaan and Kanungo (2014) highlight the impact of cultural values on employee behaviors and performance. They argue that understanding cultural nuances and aligning organizational values with employees' cultural backgrounds can lead to higher job satisfaction, commitment, and performance.

2.4 Research Gap

The literature review aims to address the research gap concerning the effect of leadership style on employee performance. Although previous studies have explored the relationship between leadership and performance, there is still a need to specifically examine the influence of different leadership styles on employee performance. This review intends to provide a comprehensive understanding of the impact of various leadership styles, such as autocratic, democratic, and transformational leadership, on employee performance. By identifying and synthesizing existing empirical evidence, this study may contribute to filling the research gap in terms of understanding how specific leadership approaches ultimately affect employee performance

Furthermore, the literature review intends to contribute to the understanding of the effect of organizational culture on employee performance. While previous research has recognized the significance of organizational culture in shaping employee behavior and outcomes, there are still gaps to be filled in terms of comprehensively exploring the different dimensions of culture and their specific impact on employee performance. This study aims to identify and analyze empirical studies that examine how factors like values, norms, communication patterns, and organizational climate influence employee performance. By synthesizing the existing literature,

this review will offer a deeper understanding of the organizational factors that can enhance or hinder employee performance.

Lastly, the literature review seeks to contribute to the research gap regarding the effect of the external environment on employee performance. While some studies have examined the role of internal organizational factors, there is a need to understand how the external environment, such as market dynamics, competition, and industry characteristics, can influence employee performance. This review aims to explore empirical studies that have investigated the relationship between these external factors and employee performance outcomes. By identifying the key findings and synthesizing the existing literature, this study may contribute to filling the research gap by highlighting the importance of considering external environmental factors for understanding employee performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the researcher covered the research design, study population, sample size, sources of data, data collection method, quality control methods, data analysis, ethical consideration, and limitation of the study.

3.1 Research Design

A research design according to Andrew B kirumbi (2018) is the set of methods and procedures will use in collecting and analyzing measures of the variables specified in the research problem research. The research design was a mixed-method approach, combining both quantitative and qualitative methods. Quantitative data was collected through structured surveys targeting employees across various departments in different banks, focusing on key performance indicators and organizational design variables such as hierarchy, communication flow, and job roles. Additionally, qualitative data was gathered through in-depth interviews and focus groups with a representative sample of employees and managers to gain insights into their perceptions and experiences regarding organizational structure and its impact on performance. This design allows for comprehensive analysis by triangulating numerical data with personal accounts, ensuring a robust understanding of how organizational design influences employee performance in commercial banking.

3.2 Study Population

According to Hensen, M.C. (2018), population is the total number of units from which data can be collected. Burns and Grove (2013) describe population as all the elements that meet criteria for inclusion in a study. The study involved a study population of 40 to represent the entire population of Bank of Africa Mbale branch of different departments whom comprised of 1 general manager, 3 cashiers, 2 accountants, 10 loans officers, 1 human resource manager, 21 sales offices, and 2 auditors, all were respondents from Bank of Africa Mbale branch.

3.3 Sample Size and Sampling Procedures

3.3.1 Sample Size

Eisenhardt, K.M. (2019) articulated a sample size as a proportion of a population. The sample was selected from the Bank of Africa Mbale branch which included stake holders, accountants, secretaries, human resource manager, auditors, and general manager.

Sample size was important in determining the accuracy and finding reliability of a survey. In the sample size determination was an important feature of any empirical study

The researcher used Slovenes formula of (1960) as indicated below;

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

Where;

n is the sample size

N is the whole population

1 is the constant

e² error in sampling (0.05)

$$n = \frac{N}{1 + N(e^2)} \quad n = \frac{40}{1 + 40 * 0.05^2} \quad n = \frac{40}{1 + 0.1} \quad n = \frac{40}{1.1}$$

n = 36 Respondents

Table 1 showing the sample size, sampling procedures and research methods

Respondents	Population	Sample size	Sampling procedures
General manager	1	1	Purposive sampling
Cashiers	3	2	Simple random sampling
Accountants	2	2	Simple random sampling
Loans officers	10	10	Simple random sampling
Sales officers	21	19	Simple random sampling
Human resource manager	1	1	purposive sampling
Auditors	2	1	Purposive sampling
Total	40	36	

Source: Bank of Africa Mbale branch

3.4 Sampling Procedures

Gilmore, A. (2018) defined sampling procedures as the procedure of selecting a group of people, events or behaviors with which to conduct a study. Sampling procedure which included:

3.4.1 Purposive Sampling

Hayes, R. (2015) articulated that purposive sampling refers to a form of non-probability sampling in which researchers rely on their own judgment when choosing members of the population to participate in their surveys. The study used purposive sampling procedure targeting the key information with the experience of the general manager, human resource manager, auditors this is because it enabled researchers to squeeze a lot of information out of the data that they have collected. This allows researchers to describe the major impact their findings have on the population.

3.4.2 Simple Random Sampling

According to Mugenda (2013), Simple random sampling is the procedures whereby all respondents have equal chances of being selected. It minimizes biasness in sample selection. The procedure was used in sampling cashiers, accountants, loans officers, sales officers. The use of simple random sampling removes all hints of bias. Because individuals who make up the subset

of the larger group are chosen at random, each individual in the large population set has the same probability of being selected.

3.5 Sources of Data

According to Baire, W. (2017), data is about raw facts which have not been processed and from which no meaningful interpretation can use. Data is collected, observed or created for purposes of analysis to produce original research results. These sources include secondary and primary data.

3.5.1 Primary Data Collection.

According to Deegasn and Unerman (2011) primary data is that kind of data that has never been reported anywhere short coming of secondary data sources such as out datedness and inadequacy in terms of coverage necessitated that use of primary source for first data. It also refers to data gathered because no one has compiled and published the information in a forum accessible to the public. Companies generally take the time and allocate the resources required to gather primary data only when a question, issue or problem presents itself that is sufficiently important or unique that it warrants the expenditure necessary to gather the primary data. However, primary data was got by using questionnaires that were distributed to the respondents.

3.5.2 Secondary Data Collection

According to Dennis, A. (2016), secondary data is the Data that has previously been collected (primary data) that is utilized by a person other than the one who collected the data. Secondary data is often used in social and economic analysis, especially when access to primary data is unavailable.

Lowe, D.M. (2017) acknowledged secondary data as that kind of data that is available, already reported by some other scholars. Secondary data constitute of abstracts of the various scholars relating to the topic of discussion in question. Secondary data for this study is got from sources like libraries, archived records from the Bank of Africa Mbale branch, records of selected business, government publication, online information, text books, newspaper and unpublished research reports this is because it was readily available and easier to complement, as it comprises of extensively researched work.

3.6 Data Collection Instruments

Data collection is a tool that is used to collect data (Dilworth 2018). The researcher basically will use two methods of data collection and these include questionnaire and interview.

3.6.1 Questionnaires

According to Lowe, D.M. (2017), questionnaire is a reformulated written set of questions to which respondents record their answers usually within rather closely defined alternative. A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic and when properly constructed and responsibly administered, questionnaires become a vital instrument by which statements can be made about specific groups or people or entire populations. An open and close ended questionnaire was used to collect information from the general manager, accountants, auditors, and cashier from Bank of Africa Mbale branch where the researcher allowed the study respondents to fill the questionnaire in the study population. This was later allowed free responses from the respondents that engage in the depth views about the study questions. The closed ended questions include alternative answers for selection and also were used in getting required information about the study.

3.6.2 Interview Guide

According to Coase, R.H. (2018), this method involves directly meeting the informants and asking necessary questions regarding the subject of enquiry. Usually a set of questions or a questionnaire is carried by him and questions are also asked according to that. The interviewer efficiently collects the data from the informants by cross examining them.

3.7 Quality Control Methods.

According to Ndifon Ejoh and Patrick Ejom.(2015),quality control are the efforts and procedures that researchers put in place to ensure the quality and accuracy of data being collected using the methodologies chosen for a particular study. Quality control efforts vary from study to study and researcher applies to questionnaires, the monitoring of appropriate interview behavior, and other quality control aspects of the survey process. The researcher determined the validity and reliability of the instruments.

3.7.1 Validity

Validity refers to how well an instrument measures what it is intended to measure (Mallery, 2013). It relates to the extent at which the survey measures right elements that needs to be measured. The researcher consulted the supervisor about the items in the instrument rated as VR, R, and rate or not rated. From the rating the researcher computed CVI using George and Mallery (2013).

The tools may be valid if the CVI of 0.5 or above is attained as illustrated in Table below.

Interpretation	Mean Range
Not Acceptable	Below 0.50
Acceptable	0.50 to 0.699
Good	0.70 to 0.799
Great	0.80 to 0.899
Superb	Above 0.90

Source: Researcher (2024)

$$CVI = 30/34 = \mathbf{0.882}$$

The Content Validity Index could be found to be 0.882 for all the items on the questionnaire and interview guide combined. Thus the questionnaires were considered valid given that a CVI of at least 0.8 is considered greatly in measuring validity.

3.7.2 Reliability

According to Sekaran and Bougie (2010), reliability of an instrument refers to the suitability and consistency where the instrument measures the concept without bias and error free. Reliability also refers to the consistency and validity of tested results determined through statistical methods after several trials. According to Sekaran and Bogie, the researcher tested the inter item consistency of the respondents answer to all items in the questionnaire and the reliability of the instruments is tested and determined using Cronbach's Alpha test (2014) using SPSS software if the reliability test is closer to one.

The researcher was use Cronbach Alpha Coefficient.

Variable	Cronbach alpha Value
Leadership style	.821
Organizational culture	.769
External environment	.808
Employee performance	.889

Source: Primary data (2024)

According to Cronbach (1950), coefficient alpha of 0.7 assuming above is considered, they look adequate. From the results all the Cronbach alpha coefficients could range from .769 to .889, therefore meeting the acceptable standards. Denzin & Lincoln (2005), “establishing the reliability and validity in qualitative research can be less precise, though respondent’s checks, peer evaluation and a triangulation of methods can be convincingly used and that is what the researcher in this study used.

3.8 Data Analysis.

Data Processing and Analysis

Analysis of Quantitative Data

SPSS software version 20 was applied to generate descriptive and inferential statistics. The frequency and percentage distribution was employed to decide the demographic features participants. While mean and SD was used for different points of agreements in relation to the questions are asked on the Likert scale. Organizational design and employee performance in commercial banks was evaluated using a simple regression analysis. The stated variables in the questionnaires were analyzed using descriptive statistics of reactions that can be categorized. Where strongly agree=1, Agree=2, Neutral=3, Disagree=4, strongly disagree=5

Analysis of Qualitative Data

The inductive method was helpful as it helped to regularly replicate reported patterns that were used in qualitative data analysis. The assumptions of inductive method are data analysis is established through research objectives and multiple readings and interpretation of raw data.

Therefore, results were got from both the research objectives outlined by the researcher and results arising from analysis of raw data (Thomas, 2003).

According to Robinson (2014) data analysis is the process of systematically applying statistical and logical techniques to describe and illustrate, condense and recap, and evaluate data. Resnik (2018) various analytic procedures provide a way of drawing inductive inferences from data and distinguishing the signal from the noise present in the data.

While data analysis in qualitative research can include statistical procedures, many times analysis becomes an ongoing iterative process where data is continuously collected and analyzed almost simultaneously. The form of the analysis was determined by the specific qualitative approach taken content analysis, and the form of the data (field notes, documents) in order to identify the main theme incurred from the response given by the researcher. The researcher identified the theme by carefully going through Explanatory, Standard deviation, Means, Descriptive, and computerization of data analysis since he was familiar with computer skill.

3.9 Procedure of Data Collection

After writing the research proposal to the satisfaction of the supervisor, an introductory letter for seeking permission to proceed for data collection was obtained from Uganda Christian University, and this was used to make respondents believe in the researcher. This letter was taken to the general manager of the bank to seek for permission before engaging the population for the study.

3.10 Ethical Consideration.

Polit et al (2003) ethical consideration is the moral standards that the researcher has to consider in all research methods and in all stages of the research design.

The researcher respected the dignity of the respondents and treated the information given with uttermost confidentiality and for the research purpose only.

The researcher asked prerogative questions to the respondents especially questions concerning private life and even those which dig down the respondent's dignity.

Participant in a study was protected from an adverse situation. They were assured that information that is provided to the researcher and their participation could not affect them.

Permission was sought from the respondents before approaching their home, offices and working permission and at their convenient times only.

3.11 Limitations of the Study

When conducting research on organizational design and employee performance at the Bank of Africa Mbale branch, several limitations are likely to be encountered. First, access to comprehensive and accurate data may be hindered by confidentiality concerns and limited transparency. Second, the sample size may be small and not representative of the entire organization, affecting the reliability and generalizability of the results. Third, employee responses could be biased due to fear of repercussions or desire to present themselves in a favorable light. Additionally, external factors such as market conditions, competition, and regulatory changes can influence performance, complicating the isolation of the effects of organizational design. Lastly, the study's timeframe may not allow for the observation of long-term impacts, making it challenging to establish causal relationships.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND DISCUSSION OF THE FINDINGS

4.0 Introduction

This chapter presents the findings on organizational design and employee performance in Bank of Africa Mbale branch. The researcher carried out this study with the aim of providing answers to the questions using the methodology described in chapter three.

4.1 Findings On the General Information About Respondents.

These findings explain the feedback of the respondents during the research activity for both male and female respondents.

4.1.0 Response Rate.

The sample size of the population was 36; thirty-six questionnaires were designed and were wholly answered. This implies that the response rate was outstanding.

4.2.1 Gender of Respondents

Table 2 Table 2 showing the Gender of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	22	61.0	61.0	61.0
Valid Females	14	39.0	39.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

With reference to table 4.1 above, it can be seen that male consisted of 61%, and 39% were females. This implies that there were more males were involved in the study since they were the majority taking up various positions at Bank of Africa Mbale branch.

4.2.2 Age

Table 3 showing Age group of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
21-30 years	12	33.0	33.0	33.0
31-40 years	15	42.0	42.0	75.0
Valid 41-50 years	8	22.0	22.0	97.0
Above 60 years	1	3.0	3.0	100.0
Total	36	100.0	100.0	

SOURCE: PRIMARY DATA (2024)

The table 4 above shows that 33% lie between the ages of 20-30 years, 42% make it to the age of 31-40 years, 22% lie between the age of 41-50 years, and above the age of 60 years constituted 3%. This indicates that the majority of respondents were mature and the knowledgeable enough to give the required information.

4.2.3 Qualification of Respondents

Table 4 Showing academic qualification of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Secondary	8	22.0	22.0	22.0
Certificate	5	14.0	14.0	36.0
Diploma	7	19.0	19.0	55.0
Degree	14	39.0	39.0	94.0
Masters	2	6.0	6.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

Table 4 above shows that 22%, 14%, 19% ,39% and 6% correspond to secondary, certificate, diploma, degree, and masters respectively. This indicates that all people employed by Bank of Africa Mbale branch have attained certain level of education and knowledge with the majority corresponding to degree at 39%

4.2.4 Years of Working

Table 5 showing years of working by respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	9	25.0	25.0	25.0
1-2 years	11	31.0	31.0	56.0
Above 3 years	16	44.0	44.0	100.0
Total	36	100.0	100.0	

Source: Primary data (2024)

Table 5 above intimates that 25%, 31%, and 44%, correspond to less than 1 year, 1-2 years, and above 3 years respectively, this however implies that Bank of Africa Mbale branch employs experienced workers who have had reasonable numbers of years of experience with 44% such that the goals formulated by the entity can be achieved well.

4.3.0 Research question one: finding out on effect of leadership style on employee performance of bank of Africa Mbale Branch

4.3.1 Leadership styles that focus on employee well-being and development, such as servant leadership, contribute to higher job satisfaction

Table 6 Showing whether leadership styles that focus on employee well-being and development, such as servant leadership, contribute to higher job satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	16	44.0	44.0	44.0
Agree	8	22.0	22.0	66.0
not sure	6	17.0	17.0	83.0
Disagree	4	11.0	11.0	94.0
strongly disagree	2	6.0	6.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

Table 6 above indicates that out of total sample of the study, 66% (44%, 22%) were positive to the statement that leadership styles that focus on employee well-being and development, such as servant leadership, contribute to higher job satisfaction and 17% of the respondents were not sure while 17% (11%, 6%) of the respondents objected to the same statement hence implying that leadership styles that focus on employee well-being and development, such as servant leadership, contribute to higher job satisfaction.

4.3.2 A leadership style that prioritizes open and transparent communication, like democratic leadership, ensures that employees are well-informed and understand their roles clearly.

Table 7 Showing whether a leadership style that prioritizes open and transparent communication, like democratic leadership, ensures that employees are well-informed and understand their roles clearly.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	2	6.0	6.0	6.0
Agree	5	14.0	14.0	20.0
not sure	7	19.0	19.0	39.0
Disagree	9	25.0	25.0	64.0
strongly disagree	13	36.0	36.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

Table 7 above indicates that out of total sample of the study 20% (6%, 14%) were positive to the statement that a leadership style that prioritizes open and transparent communication, like democratic leadership, ensures that employees are well-informed and understand their roles clearly, and 19% Of the respondents were not sure while 61% (25%, 36%) objected to the same statement hence implying that a leadership style that prioritizes open and transparent communication, like democratic leadership, ensures that employees are well-informed and understand their roles clearly.

4.3. Transactional leadership, which emphasizes rewards and consequences based on performance, fosters a sense of accountability among employees

Table 8 Showing whether transactional leadership, which emphasizes rewards and consequences based on performance, fosters a sense of accountability among employees

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	9	25.0	25.0	25.0
Agree	7	19.0	19.0	44.0
not sure	8	22.0	22.0	66.0
Disagree	9	25.0	25.0	91.0
strongly disagree	3	9.0	9.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

Table 8 above shows that 44% (25%, 19%) of the respondents had appositve response to the statement that transactional leadership, which emphasizes rewards and consequences based on performance, fosters a sense of accountability among employees, 22% of the respondents were not sure whereas 34% (25%, 9%) rejected the same statement hence indicating that transactional leadership, which emphasizes rewards and consequences based on performance, fosters a sense of accountability among employees.

4.3.4 Leadership styles that encourage creativity, such as transformational or participative leadership, provide employees with the freedom to explore new ideas and approaches

Table 9 Showing whether leadership styles that encourage creativity, such as transformational or participative leadership, provide employees with the freedom to explore new ideas and approaches

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	15	42.0	42.0	42.0
Agree	3	8.0	8.0	50.0
not sure	6	17.0	17.0	67.0
Disagree	2	5.0	5.0	72.0
strongly disagree	10	28.0	28.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

Table 9 above shows that the majority of the respondents 50% (42%, 8%) were positive to the statement that leadership styles that encourage creativity, such as transformational or participative leadership, provide employees with the freedom to explore new ideas and approaches while 33% (5%, 28%) had negative responses to the same statement, 17% of the respondents were not sure. These findings are in-line with Appah E (2017) acknowledges that leadership styles that encourage creativity, such as transformational or participative leadership, provide employees with the freedom to explore new ideas and approaches.

4.3.5 Leadership styles that focus on building strong teams, like charismatic or transformational leadership, foster a sense of unity and collaboration among employees

Table 10 Showing whether leadership styles that focus on building strong teams, like charismatic or transformational leadership, foster a sense of unity and collaboration among employees

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	7	19.0	19.0	19.0
Agree	11	31.0	31.0	50.0
not sure	6	17.0	17.0	67.0
Disagree	9	25.0	25.0	92.0
strongly disagree	3	8.0	8.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

Table 10 above indicates that 50% (19%, 31%) of the respondents were positive to the statement that leadership styles that focus on building strong teams, like charismatic or transformational leadership, foster a sense of unity and collaboration among employees; while 33% (25%, 8%) were negative to the same statement and 17% of the respondents were not sure. These findings concur with the research carried out by Bhatia HL (2019) stresses that leadership styles that focus on building strong teams, like charismatic or transformational leadership, foster a sense of unity and collaboration among employees.

4.4. Research question two: finding out the effect of organizational culture on employee performance of bank of Africa Mbale Branch

4.4.1 A culture that encourages innovation and creativity can lead to improved employee performance. when employees are encouraged to think outside the box and take risks without fear of failure, they are more likely to come up with innovative solutions that enhance overall performance.

Table 11 Showing whether a culture that encourages innovation and creativity can lead to improved employee performance. When employees are encouraged to think outside the box and take risks without fear of failure, they are more likely to come up with innovative solutions that enhance overall performance.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	5	14.0	14.0	14.0
Agree	10	28.0	28.0	42.0
not sure	8	22.0	22.0	64.0
Disagree	9	25.0	25.0	89.0
strongly disagree	4	11.0	11.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

With reference to table 11 above, it can be seen that the majority of the respondents 42% (14%, 28%) were positive to the statement that a culture that encourages innovation and creativity can lead to improved employee performance. When employees are encouraged to think outside the box and take risks without fear of failure, they are more likely to come up with innovative solutions that enhance overall performance while 36% (25%, 11%) of the respondents were negative to the same statement while 22% were not sure.

4.4.2 An organizational culture that emphasizes a supportive and collaborative work environment can enhance employee performance. when employees feel comfortable and supported by their colleagues and management, they are more likely to work efficiently and effectively.

Table 12 showing whether an organizational culture that emphasizes a supportive and collaborative work environment can enhance employee performance. When employees feel comfortable and supported by their colleagues and management, they are more likely to work efficiently and effectively.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	7	19.0	19.0	19.0
Agree	4	11.0	11.0	30.0
not sure	11	31.0	31.0	61.0
Disagree	6	17.0	17.0	78.0
strongly disagree	8	22.0	22.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

With reference to table 12, it can be observed that 30% (19%, 11%) of the respondents were positive to the statement that an organizational culture that emphasizes a supportive and collaborative work environment can enhance employee performance. When employees feel comfortable and supported by their colleagues and management, they are more likely to work efficiently and effectively, 39% (17%, 22%) were negative to the same statement while 31% of the respondents were not sure. These findings are in line with Kendrick MS (2015) intimated that an organizational culture that emphasizes a supportive and collaborative work environment can enhance employee performance. When employees feel comfortable and supported by their colleagues and management, they are more likely to work efficiently and effectively.

4.4.3 An organizational culture that promotes flexibility and adaptability helps employees adjust to changes more easily

Table 13 showing whether an organizational culture that promotes flexibility and adaptability helps employees adjust to changes more easily

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	16	44.0	44.0	44.0
Agree	4	11.0	11.0	55.0
not sure	7	19.0	19.0	74.0
Disagree	6	18.0	18.0	92.0
strongly disagree	3	8.0	8.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

Table 13 above indicates that the majority of the respondents 55% (44%, 11%) were positive to the statement that an organizational culture that promotes flexibility and adaptability helps employees adjust to changes more easily while 26% (18%, 8%) were negative to the same statement, 19% were not sure. This implies that an organizational culture that promotes flexibility and adaptability helps employees adjust to changes more easily.

4.4.4 An organizational culture that prioritizes work-life balance and employee well-being can reduce stress and burnout, leading to better performance.

Table 14 showing whether an organizational culture that prioritizes work-life balance and employee well-being can reduce stress and burnout, leading to better performance.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	5	14.0	14.0	14.0
Agree	15	42.0	42.0	56.0
not sure	2	6.0	6.0	62.0
Disagree	4	11.0	11.0	73.0
strongly disagree	10	27.0	27.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

With reference to table 14 above, it can be seen that 56% (14%, 42%) of the respondents were negative to the statement that an organizational culture that prioritizes work-life balance and employee well-being can reduce stress and burnout, leading to better performance, 38% (11%, 27%) were negative to the same statement meanwhile 6% of the respondents were not sure. This implies that an organizational culture that prioritizes work-life balance and employee well-being can reduce stress and burnout, leading to better performance.

4.4.5 Organizational cultures that value recognition and rewards for good performance can boost employee morale and productivity

Table 15 Showing whether organizational cultures that value recognition and rewards for good performance can boost employee morale and productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	9	25.0	25.0	25.0
Agree	6	17.0	17.0	42.0
not sure	3	8.0	8.0	50.0
Disagree	14	39.0	39.0	89.0
strongly disagree	4	11.0	11.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

Table 15 above shows that 42% of the respondents (25%, 17%) were positive to the statement that organizational cultures that value recognition and rewards for good performance can boost employee morale and productivity and 50% (39%, 11%) were negative to the same statement while 8% of the respondents were not sure. These finding contradict with Mckerchar M, Evans H (2018) acknowledges that organizational cultures that value recognition and rewards for good performance can boost employee morale and productivity and hence this implies that organizational cultures that value recognition and rewards for good performance cannot boost employee morale and productivity.

4.5 Research question three: finding out the effect of external environment on employee performance of bank of Africa Mbale Branch

4.5.1 economic downturns can lower employee morale and productivity, while a strong economy can boost job satisfaction and performance.

Table 16 Showing whether economic downturns can lower employee morale and productivity, while a strong economy can boost job satisfaction and performance.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	4	11.0	11.0	11.0
Agree	6	17.0	17.0	28.0
not sure	7	19.0	19.0	47.0
Disagree	9	25.0	25.0	72.0
strongly disagree	10	28.0	28.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

With reference to table 16 above, it can be seen that the minority of the respondents 28% (11%, 17%) were positive to the statement that economic downturns can lower employee morale and productivity, while a strong economy can boost job satisfaction and performance while 53% (25%, 28%) were negative to the same statement and 19% of the respondents were not sure there by implying that economic downturns can lower employee morale and productivity, while a strong economy can boost job satisfaction and performance.

4.5.2 Access to new technologies can improve efficiency, but rapid changes may overwhelm employees and reduce performance if not managed well

Table 17 showing whether access to new technologies can improve efficiency, but rapid changes may overwhelm employees and reduce performance if not managed well

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	5	14.0	14.0	14.0
Agree	17	47.0	47.0	61.0
Not sure	2	6.0	6.0	67.0
Disagree	5	14.0	14.0	81.0
Strongly disagree	7	19.0	19.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

With reference to table 17 above, it can be observed that the majority of the respondents 61% (14%, 47%) were positive to the statement that access to new technologies can improve efficiency, but rapid changes may overwhelm employees and reduce performance if not managed well, 33% (14%, 19%) were negative to the same statement while 6% were not sure. This implies that access to new technologies can improve efficiency, but rapid changes may overwhelm employees and reduce performance if not managed well.

4.5.3 High competition can motivate employees to excel, but excessive pressure may lead to stress and burnout, negatively impacting performance.

Table 18 Showing whether high competition can motivate employees to excel, but excessive pressure may lead to stress and burnout, negatively impacting performance.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	5	14.0	14.0	14.0
Agree	12	33.0	33.0	47.0
not sure	6	17.0	17.0	64.0
Disagree	9	25.0	25.0	89.0
strongly disagree	4	11.0	11.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

Table 18 above shows that 47% (14%, 33%) of the respondents were positive to the statement that high competition can motivate employees to excel, but excessive pressure may lead to stress and burnout, negatively impacting performance while 36% (25.5%, 11%) were negative to the same statement and 17% of the respondents were not sure, these findings contradict with Berhan, B., & Jenkins, G. (2015), acknowledged that high competition can motivate employees to excel, but excessive pressure may lead to stress and burnout, negatively impacting performance.

4.5.4 Shifts in societal values, such as a focus on work-life balance, can influence employee attitudes and behaviors, affecting their overall performance

Table 19 showing whether shifts in societal values, such as a focus on work-life balance, can influence employee attitudes and behaviors, affecting their overall performance

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	8	22.0	22.0	22.0
Agree	13	37.0	37.0	59.0
not sure	4	11.0	11.0	70.0
Disagree	8	22.0	22.0	92.0
strongly disagree	3	8.0	8.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

Table 19 above indicates that the majority of the respondents 59% (22%, 237%) were positive to the statement that shifts in societal values, such as a focus on work-life balance, can influence employee attitudes and behaviors, affecting their overall performance, **32.5% (22%, 8%) had a negative response to the same statement while 11% of the respondents were not sure.** This implies that shifts in societal values, such as a focus on work-life balance, can influence employee attitudes and behaviors, affecting their overall performance.

4.5.5 Natural disasters or extreme weather can disrupt employees' ability to work, impacting performance, but supportive organizational measures can help mitigate these effects

Table 20 Showing whether natural disasters or extreme weather can disrupt employees' ability to work, impacting performance, but supportive organizational measures can help mitigate these effects

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	13	36.0	36.0	36.0
Agree	9	25.0	25.0	61.0
not sure	2	6.0	6.0	67.0
Disagree	5	14.0	14.0	81.0
strongly disagree	7	19.0	19.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

Table 20 above shows that the majority of the respondents 61% (36%, 25%) were positive to the statement that natural disasters or extreme weather can disrupt employees' ability to work, impacting performance, but supportive organizational measures can help mitigate these effects while 33% (14%, 19%) had a negative response to the same statement and 6% of the respondents were not sure. However this concurs with the research carried out by Bird, and Jamtsher (2016) noted that natural disasters or extreme weather can disrupt employees' ability to work, impacting performance, but supportive organizational measures can help mitigate these effects there by implying that natural disasters or extreme weather can disrupt employees' ability to work, impacting performance, but supportive organizational measures can help mitigate these effects.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION.

In this chapter the researcher gives a summary of findings, conclusions and recommendation in line with the research questions and objectives.

5.1 Summary of findings.

The researcher provided a summary of findings in line with the objectives as follows;

5.1.1 Research question one: findings on the effect of leadership style on employee performance of bank of Africa Mbale Branch

The study investigated into the effect of leadership style on employee performance of Bank of Africa Mbale branch. Results showed that most respondents were positive to the statements that they were asked. For example; majority of respondents constituting 66% were positive to the statement that leadership styles that focus on employee well-being and development, such as servant leadership, contribute to higher job satisfaction; 44% were positive to the statement that transactional leadership, which emphasizes rewards and consequences based on performance, fosters a sense of accountability among employees, 50% of the respondents had apposite response to the statement that leadership styles that encourage creativity, such as transformational or participative leadership, provide employees with the freedom to explore new ideas and approaches, 50% of the respondents had apposite response to the statement that leadership styles that focus on building strong teams, like charismatic or transformational leadership, foster a sense of unity and collaboration among employees

On the other hand, 61% constituting the majority were negative to statement that a leadership style that prioritizes open and transparent communication, like democratic leadership, ensures that employees are well-informed and understand their roles clearly.

Results according to inferential statistics showed that leadership style has a significant effect on employee performance of Bank of Africa Mbale branch.

5.1.2 Research question two: findings on the effect of organizational culture on employee performance of bank of Africa Mbale Branch

The study investigated into the effect of organizational culture on employee performance of Bank of Africa Mbale branch. Majority of the respondents 42% of the respondents were positive to the statement that a culture that encourages innovation and creativity can lead to improved employee performance. When employees are encouraged to think outside the box and take risks without fear of failure, they are more likely to come up with innovative solutions that enhance overall performance, 55% of the respondents were positive to the statement that an organizational culture that promotes flexibility and adaptability helps employees adjust to changes more easily, it can be observed that 56% were positive to the statement that an organizational culture that prioritizes work-life balance and employee well-being can reduce stress and burnout, leading to better performance and also 39% of the respondents also objected to the statement that an organizational culture that emphasizes a supportive and collaborative work environment can enhance employee performance. When employees feel comfortable and supported by their colleagues and management, they are more likely to work efficiently and effectively, 50% objected to the statement that organizational cultures that value recognition and rewards for good performance can boost employee morale and productivity.

Results according to illative statistics showed that organizational culture affects employee performance of Bank of Africa Mbale branch.

5.1.3 Research question three: findings on the effect of external environment on employee performance of bank of Africa Mbale Branch

The findings revealed that 61% forming the majority were positive to the statement that access to new technologies can improve efficiency, but rapid changes may overwhelm employees and reduce performance if not managed well, 47% were positive to the statement that high competition can motivate employees to excel, but excessive pressure may lead to stress and burnout, negatively impacting performance, 59% had a positive response to the statement that shifts in societal values, such as a focus on work-life balance, can influence employee attitudes and behaviors, affecting their overall performance, and 61% had a positive response to the statement that natural disasters or extreme weather can disrupt employees' ability to work, impacting performance, but supportive organizational measures can help mitigate these effects.

On the other hand, 53% forming the majority rejected the statement that economic downturns can lower employee morale and productivity, while a strong economy can boost job satisfaction and performance.

Results according to probable statistics showed that external environment has a significant effect on employee performance of Bank of Africa Mbale branch.

5.2 Conclusion

Basing on the first research objective which was to find out the effect of leadership style on employee performance of Bank of Africa Mbale branch, it can conclude that leadership style has a significant effect on employee performance of Bank of Africa Mbale branch and this can be enhanced by fostering open communication, encouraging collaboration, and providing clear expectations and constructive feedback. Leaders should lead by example, demonstrating commitment and integrity, which can inspire employees to perform at their best. Additionally, offering professional development opportunities and recognizing and rewarding achievements can boost morale and motivation. Adapting leadership approaches to meet individual team members' needs, such as through coaching or mentoring, can also create a supportive environment where employees feel valued and empowered to excel.

Basing on the second research question which was to analyze the effect of organizational culture on employee performance of Bank of Africa Mbale branch

, it can be concluded that organizational culture affects employee performance of Bank of Africa Mbale branch, and then tax enforcement affects revenue collection of industrial division which is can be enhanced by creating a positive and inclusive environment where values like respect, collaboration, and innovation are prioritized. Encouraging open communication and transparency helps build trust and ensures that employees feel heard and valued. Recognizing and rewarding achievements fosters a sense of belonging and motivates employees to strive for excellence. Providing opportunities for professional growth and promoting work-life balance can also enhance job satisfaction. By aligning the organization's values with its practices and ensuring consistent leadership support, employees are more likely to be engaged, committed, and productive.

Basing on the third research objective, it can be concluded that external environment has a significant effect on employee performance of Bank of Africa Mbale branch and is enhanced by fostering strong relationships with stakeholders such as suppliers, customers, and the community, which can lead to a more stable and supportive business ecosystem. Organizations can also ensure compliance with legal and regulatory requirements to create a secure and predictable operating environment for employees. Staying attuned to market trends and economic conditions allows organizations to adapt strategies that benefit employees, such as offering competitive salaries and benefits. Additionally, engaging in corporate social responsibility initiatives can enhance the organization's reputation, leading to increased employee pride and motivation.

5.3 Recommendations

The bank should foster open communication, encourage collaboration, and provide clear expectations and constructive feedback. Leaders should lead by example, demonstrating commitment and integrity, which can inspire employees to perform at their best. Additionally, offering professional development opportunities and recognizing and rewarding achievements can boost morale and motivation. Adapting leadership approaches to meet individual team members' needs, such as through coaching or mentoring, can also create a supportive environment where employees feel valued and empowered to excel.

There is need for the management to create a positive and inclusive environment where values like respect, collaborate, and innovation are prioritized. Encouraging open communication and transparency helps build trust and ensures that employees feel heard and valued. Recognizing and rewarding achievements fosters a sense of belonging and motivates employees to strive for excellence. Providing opportunities for professional growth and promoting work-life balance can also enhance job satisfaction. By aligning the organization's values with its practices and ensuring consistent leadership support, employees are more likely to be engaged, committed, and productive.

There is need for the bank to foster strong relationships with stakeholders such as suppliers, customers, and the community, which can lead to a more stable and supportive business ecosystem. Organizations can also ensure compliance with legal and regulatory requirements to create a secure and predictable operating environment for employees. Staying attuned to market trends and economic conditions allows organizations to adapt strategies that benefit employees,

such as offering competitive salaries and benefits. Additionally, engaging in corporate social responsibility initiatives can enhance the organization's reputation, leading to increased employee pride and motivation.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear respondent;

I am Wangasa Jonah Luke carrying out research on the topic “investigate on organizational design and employee performance in Bank of Africa Mbale branch” as a partial fulfillment for the award of bachelor’s degree of business administration at Uganda Christian University. The questionnaire is designed to help me collect relevant information and therefore I kindly request you to participate in responding to the questions that will be asked. However, the information given will be treated confidential and will only be used for academic purpose.

SECTION 1: DEMOGRAPHIC DATA

(Tick in the box provided)

1. Gender distribution of the respondent

a) Male b) Female

2. Age bracket of the respondent (years)

a) 20-30 b) 31-40 c) 41-50 C) 60 and above

3. Academic qualification of respondent

a) Secondary b) Certificate c) Diploma d) Bachelors’ Masters

4. Years of working by the respondents.

a) Less than 1 year b) 1-2 years c) 3 years and above

Section A: To find out the effect of leadership style on employee performance of Bank of Africa Mbale branch

This section aims at finding out the effect of leadership style on employee performance of Bank of Africa Mbale branch. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= Agree; 2= strongly Agree; 3= not sure; 4= Disagree; 5= strongly disagree.**

No	Statements	1	2	3	4	5
1	Leadership styles that focus on employee well-being and development, such as servant leadership, contribute to higher job satisfaction					
2	A leadership style that prioritizes open and transparent communication, like democratic leadership, ensures that employees are well-informed and understand their roles clearly.					
3	Transactional leadership, which emphasizes rewards and consequences based on performance, fosters a sense of accountability among employees					
4	Leadership styles that encourage creativity, such as transformational or participative leadership, provide employees with the freedom to explore new ideas and approaches.					
5	Leadership styles that focus on building strong teams, like charismatic or transformational leadership, foster a sense of unity and collaboration among employees.					

Section B: To analyze the effect of organizational culture on employee performance of Bank of Africa Mbale branch

This section aims at analyzing the effect of organizational culture on employee performance of Bank of Africa Mbale branch. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= Agree; 2= strongly Agree; 3= not sure; 4= Disagree; 5= strongly disagree.**

No	Statements	1	2	3	4	5
1	A culture that encourages innovation and creativity can lead to improved employee performance. When employees are encouraged to think outside the box and take risks without fear of failure, they are more likely to come up with innovative solutions that enhance overall performance.					
2	An organizational culture that emphasizes a supportive and collaborative work environment can enhance employee performance. When employees feel comfortable and supported by their colleagues and management, they are more likely to work efficiently and effectively.					
3	An organizational culture that promotes flexibility and adaptability helps employees adjust to changes more easily.					
4	An organizational culture that prioritizes work-life balance and employee well-being can reduce stress and burnout, leading to better performance.					
5	Organizational cultures that value recognition and rewards for good performance can boost employee morale and productivity.					

Section C: To assess the effect of external environment on employee performance of Bank of Africa Mbale branch

This section aims at assessing the effect of external environment on employee performance of Bank of Africa Mbale branch. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= Agree; 2= strongly Agree; 3= not sure; 4= Disagree; 5= strongly disagree.**

No	Statements	1	2	3	4	5
1	Economic downturns can lower employee morale and productivity, while a strong economy can boost job satisfaction and performance.					
2	Access to new technologies can improve efficiency, but rapid changes may overwhelm employees and reduce performance if not managed well.					
3	High competition can motivate employees to excel, but excessive pressure may lead to stress and burnout, negatively impacting performance.					
4	Shifts in societal values, such as a focus on work-life balance, can influence employee attitudes and behaviors, affecting their overall performance.					
5	Natural disasters or extreme weather can disrupt employees' ability to work, impacting performance, but supportive organizational measures can help mitigate these effects.					

APPENDIX II: INTERVIEW GUIDE

1. Can you describe the leadership style of your immediate supervisor or manager? How does this style impact your work performance?
2. How does your leader's approach to decision-making affect your motivation and productivity?
3. In what ways does your leader support or hinder your professional development?
4. How does the communication style of your leader influence your job satisfaction and performance?
5. Have you noticed any changes in your performance due to changes in leadership style within the organization? Can you provide specific examples?
6. How would you describe the organizational culture at your workplace? How does it influence your daily work activities?
7. In what ways does the organizational culture support or challenge your ability to perform effectively?
8. How does the culture of your organization impact your job satisfaction and overall performance?
9. Can you provide an example of how organizational values and norms have affected a recent project or task you were involved in?
10. What aspects of the organizational culture do you think contribute most to or detract from employee performance?
11. How do external factors, such as market trends or economic conditions, impact your ability to perform your job effectively?
12. In what ways do changes in the external environment (e.g., regulations, technology) affect your work processes and productivity?
13. How do external pressures, such as competition or customer demands, influence your performance at work?
14. Can you describe a situation where an external environmental factor significantly impacted your performance?
15. What strategies does your organization employ to help employees adapt to changes in the external environment?



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BUSINESS DEPARTMENT

To MANAGER BANK OF AFRICA
MBALE BRANCH

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Re: Academic Research

Christian greetings!

Please carry out your research work from all respective offices and keep information confidential and top secrets.



We are honored to introduce to you Mr. Mrs./Miss. NANGASA JONAH LUKE
Of Registration Number; S21/MUC/BBA/023 S21/MUC/BBA/025 pursuing a Masters' Degree/Postgraduate Diploma / Bachelor's Degree
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He/ she is required to carry out an academic research on the topic

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

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

Thank you.

Yours faithfully,

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

