

**THE IMPACT OF ORGANIZATION CULTURE ON EMPLOYEE ENGAGEMENT  
AND PERFORMANCE :A CASE STUDY OF UGANDA CHRISTIAN UNIVERSITY  
STAFF**

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**UGANDA CHRISTIAN  
UNIVERSITY**

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## ABSTRACT


This study examined the impact of organizational culture on employee engagement and performance at Uganda Christian University (UCU). Through a descriptive cross-sectional design, the research assesses the relationship between organizational culture and employee engagement, analyzes the effects of alignment between organizational values and employee engagement, and identifies additional factors influencing engagement. Utilizing a sample of 40 out of 70 employees across various departments, the study integrates both qualitative and quantitative methods, including open- and closed-ended questionnaires, to provide a comprehensive analysis of the subject.

The findings reveal that UCU's organizational culture positively influences employee engagement, particularly in areas such as values, leadership, and work-life balance. However, the study identifies areas for improvement, including collaboration, recognition, and diversity. Core values such as honesty and openness greatly influence employee involvement, while other aspects like having the necessary resources, receiving recognition, and having freedom to make decisions are key to boosting motivation and job happiness. These findings match with theories by Herzberg and Deci and Ryan, which highlight the importance of recognition and freedom in increasing engagement.

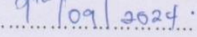
The study suggests improving recognition and reward systems, creating a cooperative and welcoming atmosphere, and making sure the company's values match what employees expect. Following these suggestions can help fix existing issues, boost employee engagement, and support UCU's goal of having a supportive and inclusive workplace. Overall, the study shows how important a company's culture and values are for employee engagement and provides useful ideas for making the workplace better at UCU.

## DECLARATION

I, **Anena Sheila**, hereby declare that this dissertation has been done by me and has never been submitted in for the award of degree in this University or any other institution of higher learning. All information presented is as a result of my personal work.

Signed .....  .....

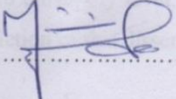
Name: ANENA SHEILA

Date.....  .....

# APPROVAL

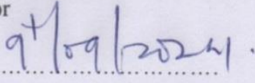
## APPROVAL

This Dissertation has been done under my supervision and is now ready for submission with my approval.

Signature.....

Mr. Martin Kabanda

Supervisor

Date.....

## DEDICATION

I dedicate this research to my family who advised, supported and mentored me throughout my education up to university level. Above all, I thank God for guidance, protection and provision towards completion of this dissertation.

## ACKNOWLEDGEMENT

I want to thank God Almighty who gives knowledge beyond human understanding and always present at all times.

I extend my sincere appreciation to my parents for the extreme support both financially, materially, emotional and many others.

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I would like to extend my gratitude to the entire management of Uganda Christian University for giving me relevant information that made the study successful.

Lastly, I thank God who has given me good health and strength to carry out the research right away from the beginning to the end successfully.

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## LIST OF ACROYNMS

UCU Uganda Christian University (UCU).

EE Employee Engagement

OC Organisation Culture

MPU Malaysian Private Universities

TQM Total Quality Management

## CHAPTER ONE

### 1.0 Introduction

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

### 1.1 Background of the Study

The effect of a company's culture on how employees feel and perform has been a key topic in the study of how organizations work and manage people. Knowing how these things are connected is important for businesses to create a workplace that makes employees happy, productive, and helps the company succeed overall. Many research studies have looked at the connection between a company's culture and how engaged employees are. For instance, Fidyah (2020) discovered that a strong organizational culture greatly improves job satisfaction and employee performance, with job satisfaction playing a part in this improvement. Abdullahi (2021) also found that a company's culture significantly affects employee performance, with employee engagement playing a role in this effect.

Besides organizational culture, the connection between organizational values and employee engagement has also been studied. Gonring (2008) pointed out the possible advantages of using employee engagement and customer loyalty measures, stressing the importance of combined communication strategies. Tyagi (2021) added that organizational values can positively affect managerial performance, employee engagement, and retention.

Moreover, many studies have found that cultural aspects can encourage employee engagement. Taneja (2015) stressed the significance of recognizing how cultural diversity, workplace rules, and management methods impact engagement levels. Aninkan (2014) noted a positive link between employee engagement, support from supervisors, control over work, personal traits, leadership approach, and the organizational setting. Overall, while these studies have provided valuable insights into the relationship between organizational culture, values alignment, and employee

engagement, there are still research gaps that need to be addressed. These include the need for a more nuanced exploration of specific types or dimensions within each construct, the consideration of potential moderating variables, and the identification of practical implementation strategies in diverse organizational settings.

The goals of this research are to examine the connection between organizational culture and employee engagement, explore how aligning organization values impacts employee engagement, and pinpoint the cultural elements that promote employee engagement. By focusing on these goals, this study intends to provide a deeper and more relevant understanding of how organizational culture, values alignment, and cultural factors interact to influence employee engagement and performance.

## **1.2 Statement of the problem**

Employee engagement and performance are very important for a successful organization, especially in schools where the quality of education and how well things are managed greatly affect student happiness and the school's reputation. But, the role of the organization's culture in these areas is often ignored. At Uganda Christian University (UCU), it's important to see how the current culture influences employee engagement and performance. This knowledge is crucial for creating plans to improve employee dedication and the overall success of the university.

Organizational culture, which refers to the shared values, beliefs, and practices that influence the social and psychological atmosphere within a company (Schein, 2010), is crucial in determining how employees behave and feel. Studies show that a positive culture can increase employee involvement, which improves performance (Schneider et al., 2013). On the other hand, a negative or poorly aligned culture can lead to disinterest, lower productivity, and higher employee turnover (Cameron & Quinn, 2011).

Organizational culture has a particularly big influence on worker engagement and performance in the setting of higher education. Academic institutions, like UCU, mostly depend on the commitment and work of their employees to provide high-quality instruction and preserve operational effectiveness. However, there is a paucity of

research specifically examining this relationship within the Ugandan higher education sector. Addressing this gap, this study aims to explore the specific ways in which the organizational culture at UCU influences employee engagement and performance, providing insights that could inform policy and practice within the institution.

### **1.3 Purpose of the study**

The purpose of the study was to evaluate the Impact of organization culture on Employee engagement and performance (A case study of UCU)

### **1.4 Objectives of the study.**

- i) Assess the relationship between organization culture and employee engagement
- ii) Analyze the effects of organization values alignment on employee engagement
- iii) Identify the other factors that foster employee engagement

### **1.5 Research questions**

- i) What is the relationship between organization culture and employee engagement?
- ii) What is the effect of organization values alignment on employee engagement?
- iii) What are other factors that foster employee engagement?

### **1.6 Scope of the study**

#### **1.6.1 Subject scope**

The study aims to explore the intricate relationship between organizational culture and employee engagement and performance within Uganda Christian University (UCU). Specifically, it examined how the values, beliefs, norms, and practices that constitute UCU's organizational culture influence the motivation, commitment, and productivity of its employees.

#### **1.6.2 Geographical scope**

The geographical scope of the study was confined to Uganda Christian University (UCU), with its main campus located in Mukono, Uganda. This setting provides a defined and manageable context for in-depth analysis. The study involved various faculties, departments, and administrative units within the university to ensure a comprehensive

understanding of how organizational culture impacts employees across different sections.

### **1.6.2 Time Scope**

The study covers the past five years, from 2019 to 2024. This time frame was chosen to give a recent and relevant picture of the current organizational culture and how it affects employee engagement and performance. It lets us look at recent changes or developments in UCU's culture, like how the organization responded to the COVID-19 pandemic, new technologies, and changes in education policies. This period also allows us to gather recent data and experiences from employees, which is important for making useful recommendations.

### **1.7 Significance of the study**

The research on how organizational culture affects employee performance and engagement, specifically at Uganda Christian University (UCU), offers important new perspectives on how a welcoming and encouraging environment might boost employee motivation.

It can be beneficial for other institutions to recognize and imitate the precise components of UCU's organizational culture that lead to work satisfaction.

The study's conclusions offer insightful information that can guide the creation of policies at UCU and other similar establishments.

The study's conclusions will be important to academics and researchers, and they should add to the body of current literature.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter presents the literature related to this study. Specifically, this section covers theory of organizational culture.

#### 2.1 Definition of key terms

##### 2.1.1 Organization Culture

Organization culture refers to the shared values, beliefs, and norms that shape the behavior and attitudes of individuals within an organization." (Schein, 2010)

##### 2.1.2 Employee Engagement

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work." (Gallup, n.d ,2014)

##### 2.1.3 Organization values alignment

Organization values alignment refers to the degree to which an employee's personal values and beliefs correspond with the values and goals of the organization." (Chatman & Cha, 2003)

##### 2.1.4 Cultural Factors

Cultural factors are the various elements such as leadership style, communication patterns, reward systems, and decision-making processes that contribute to shaping the overall organizational culture." (Denison, 1990)

#### 2.2 Assess the relationship between organization culture and employee engagement

The findings showed that job satisfaction and performance are positively and significantly impacted by organizational culture; job satisfaction and performance are positively and significantly impacted by employee engagement; and job satisfaction

and performance are positively and significantly impacted by organizational culture. A significant research gap exists in the absence of differentiation and depth within these constructs, despite the study's thorough analysis showing that job satisfaction (JS) and employee performance (EP) are positively and significantly impacted by organizational culture (OC) and employee engagement (EE), with JS mediating these relationships. The analysis ignores the particular kinds or dimensions inside each construct that might be responsible for these effects, treating OC, EE, JS, and EP as monolithic entities. For example, various organizational cultures (like clan and market) or aspects of employee engagement (such as vigor and dedication) might affect job satisfaction and performance differently. Also, the study doesn't look at other factors, like leadership style or demographic details, that could change these effects. Exploring these areas more deeply, including how different factors might interact, would give a clearer and more relevant picture of how these elements work together to influence job satisfaction and employee performance (Fidyah, 2020).

The results indicated that Employee Engagement partly influences the connection between Organizational Culture and Employee Performance, but Organizational Culture still significantly affects Employee Performance. Although the study found that organizational culture (OC) strongly impacts employee performance (EP) and that employee engagement (EE) partly explains this relationship, it did not thoroughly examine which specific parts of OC are most important in affecting EE and EP among academic staff in Malaysian Private Universities (MPU).

Additionally, the varying impacts of different dimensions of OC on EE and EP remain unexplored, leaving a gap in understanding which cultural elements should be prioritized by university management to enhance engagement and performance effectively. (Abdullahi,2021)

In addition, the findings confirmed that there is a substantial relationship between corporate culture and TQM and quality performance. Therefore, it is recommended that management of hotel companies focus on individual and organizational quality initiatives while working to enhance levels of involvement and encourage cultures while lowering levels of power culture.

There is a gap in understanding how these cultural shifts can be practically implemented and sustained over time, particularly in diverse organizational settings. Furthermore, the study does not consider the potential moderating effects of external factors such as market competition, customer expectations, and technological advancements on the relationship between organizational culture and quality performance. (Ababneh,2021).

The results show that employees working in caring and customer care are exposed to considerable risk of Work Place Violence. The findings underscore that a supportive work environment and positive organizational culture play a mediating role between WPV and Employee Engagement among employees. The research gap lies in the lack of detailed exploration of specific strategies and interventions that organizations can implement to enhance the supportive environment and cultural aspects effectively (Saleem,2020)

The results show that supervisor assistance has a big impact on worker engagement. Once more, it was shown that an encouraging corporate culture affects worker engagement and significantly reduces the correlation between worker engagement and supervisor support. The gap exists in exploring the specific mechanisms through which these influences occur. Future research could delve deeper into identifying the underlying processes and variables that mediate the effects of supervisory support and organizational culture on employee engagement (Odai,2021)

The study's conclusions demonstrated that there is a strong positive correlation between employee engagement and hierarchy culture as well as clan culture. Conversely, it was discovered that there was a negligibly favorable correlation between employee engagement and market culture, as well as adhocracy culture. It is strongly advised to attend trainings that will improve cooperation and teamwork in order to meet the goals of the company. The study does not consider the potential moderating or mediating variables, such as leadership styles, organizational climate, or individual employee characteristics, that could impact the strength or direction of these relationships. Additionally, the study's recommendation for training to enhance

teamwork and collaboration points to a practical approach but lacks empirical evidence on the effectiveness of such interventions in different cultural contexts (Afrifa Jr,2022)

The research indicates a favorable correlation between employee engagement and corporate culture, namely the cultures of hierarchy, adhocracy, market, and clan. The study's recommendations are based on the findings, and Bank should empower staff members, support team orientations, integrate, coordinate, organizational learning, and uphold core values. They should also establish competency development programs to encourage employee engagement. Based on the findings presented, a notable research gap emerges regarding the nuanced interactions between different organizational cultures (hierarchy, adhocracy, market, clan) and their specific impacts on employee engagement (Kassahun, 2020)

The results indicate that employee satisfaction is significantly impacted by corporate culture. Employee satisfaction levels are raised when management of a company places a strong emphasis on creating a supportive workplace culture. An organization's contented workforce is a competitive advantage. Notable research gap exists in understanding the specific mechanisms and strategies through which different aspects of corporate culture (such as leadership styles, communication practices, diversity and inclusion initiatives, etc.) impact employee satisfaction (Reidhead, 2020)

The study's conclusions indicate that bank managers can become more productive by creating a well-balanced organizational culture that blends the corporate cultures of the market, hierarchy, and clan. According to this study, bank management should promote an adhocracy culture in order to foster creativity and aid the banks in enduring external pressures. While the study suggests that creating a well-balanced organizational culture is beneficial, it does not delve deeply into the practical implementation strategies or the challenges involved in integrating these different cultural elements within the banking sector (Kang,2020)

Analyse the effects of organization values alignment on employee engagement

The findings illustrate the potential benefits of using employee engagement and customer loyalty indexes effectively by demonstrating the encouraging early

accomplishments of the organizations spearheading this study. Businesses that recognize the value of these indices are in a unique position to develop integrated communications strategies that meet the needs of their consumers and staff, the two constituencies that contribute most to the strength of their brands. While the study highlights the positive outcomes associated with organizations leveraging engagement and loyalty indexes, it lacks detailed exploration into the causal relationships and intermediary factors at play (Gonring,2008)

Organizational culture is found to have a significantly positive impact on managerial effectiveness. The findings also delineate a positive influence of managerial effectiveness on employee engagement and employee retention. Gap remains in understanding the mechanisms and specific aspects of organizational culture that contribute most significantly to managerial effectiveness. Further exploration is needed to identify which elements of culture such as values, norms, leadership styles, or communication practices most effectively enhance managerial performance (Tyagi,2021).

Every organizational value that was examined had a positive relationship with employee engagement, and every organizational value and employee engagement factored either directly or indirectly into the prediction of excellence and innovation. This confirms that employee engagement and the will to achieve greatness are positively impacted by the organization's values of respect, psychological safety/trust, fairness, and empowerment of leadership. Numerous patient satisfaction measures showed positive correlations with organizational principles, participation, and empowering leadership behavior. While the study establishes positive relationships between values such as respect, psychological safety, fairness, and empowering leadership with employee engagement and organizational outcomes like excellence and innovation, it does not delve deeply into how these values interact with each other or with other factors to produce these outcomes (Kang,2020)

This study demonstrated that, in addition to job resources, perceived alignment of job tasks and organizational priorities plays an important role in maintaining high levels of work engagement over time. Thus, the study identifies a compelling research gap in understanding the interplay between job tasks, organizational priorities, and long-term work engagement outcomes (Biggs,2014)

The study provides strong evidence that performance excellence can be significantly and positively affected by organizational cultural values and employees' engagement. While the study establishes a clear link between culture, engagement, and performance, it does not delve deeply into the nuanced elements of culture (such as leadership styles, communication norms, or decision-making processes) that might contribute more prominently to performance outcomes. Additionally, understanding how different dimensions of employee engagement (such as emotional, cognitive, and behavioral) interact with specific cultural values to drive performance could provide a more comprehensive view (Yousif, 2020)

The findings show that job and organization engagements differ significantly from one another, that work features predict job engagement, procedural justice predicts organization engagement, and that perceived organizational support predicts both job and organization engagement. Furthermore, the associations between the antecedents and organizational commitment, job satisfaction, intentions to leave, and organizational citizenship behavior were mediated by job and organization involvement. There appears to be a need for deeper exploration into why these predictors differ in their effects on these two forms of engagement. Understanding these differences could shed light on how organizations can effectively cultivate engagement at both the individual job level and the broader organizational level (Saks,2006)

The results showed that organizational commitment is significantly enhanced by employee engagement. Additionally, it was discovered that organizational commitment is significantly positively impacted by the work environment. Ultimately, the study's findings demonstrated that organizational learning significantly raises organizational commitment. Research gap emerges regarding the interplay and potential synergies

among employee engagement, the work environment, and organizational learning in enhancing organizational commitment (Patro,2013)

Results suggest that while deciding how to integrate or balance profit and social responsibility, a corporation may need to take into account both internal and external benefits for the organization and its personnel. For a more thorough understanding of what influences and engages employees, it is also important to include the experiences of workers with regard to both their job at work and their role as members of their organization, or, in other words, how they perceive the public value of their organization. There remains a need to go deeper into how these factors interact to influence employee engagement and perceptions of organizational value (Grubert,2023)

The findings indicate that employee engagement was positively and significantly impacted by personality and job satisfaction. Employee engagement was not significantly impacted by motivation. Motivation and personality did not have a substantial impact on organizational commitment. Organizational commitment was positively and significantly impacted by job satisfaction. There was no discernible impact of motivation, personality, or work happiness on employee performance. Positive and noteworthy employee involvement was observed in relation to organizational commitment. Positive and significant effects on employee performance were seen in organizational commitment and employee engagement. The results indicate that while personality and job satisfaction contribute positively and significantly to employee engagement and organizational commitment, motivation does not show a significant effect on these crucial factors (Linggiello,2021).

The results of this study unequivocally show that: employee engagement increases supportive employee communication behaviors and lowers intention to leave; employee/internal communication management is correlated with employee engagement. Furthermore, the mediation results indicate that the impacts of symmetrical internal communication on employee engagement are strongly mediated by EORs. The research mainly concentrates on the direct correlations and mediation effects, without going into great detail about the particular internal communication

channels or tactics that could improve employee engagement or lower the intention to leave. (Kang,2017)

### **2.3 Identify the other factors that foster employee engagement**

Employee engagement should be viewed as a long-term commitment between the employees and the organization, each supporting the other in an era of increasing international operations. In fact, employee engagement is an important strategy for long-term organizational sustainability in international markets. There is a need for more in-depth exploration into how cultural diversity, varying workplace norms, and management practices impact engagement metrics (Taneja,2015)

The findings showed a positive and substantial relationship between work locus control, conscientiousness, openness to experience, leadership style, organizational climate, and employee engagement. Managers should concentrate on these kinds of factors that actually promote employee participation in order to maintain organizational competitiveness, the study suggests. Understanding these components' interactions and their unique effects in many organizational contexts and industries, however, is a significant study need. (Aninkan,2014)

The results of study showed that two psychological conditions, namely psychological meaningfulness and psychological availability, were positively associated with employee engagement. Work role fit was the best predictor of psychological meaningfulness and employee engagement. The results of study showed that all job resources were positively associated with employee engagement. Organisational support and growth opportunities were the best predictors of vigour, dedication and absorption. Based on the findings from studies 1 and 2, a significant research gap emerges concerning the integrated examination of how job resources, psychological conditions (specifically psychological meaningfulness and availability), and work role fit collectively influence employee engagement (Rothmann,2010).

Employee morale is enhanced by employee engagement techniques, especially in this pandemic situation, employees are engaged and devoted to the company. Based on the statement provided, a potential research gap could lie in the specific strategies or

techniques that are most effective in enhancing employee morale and engagement during a pandemic. While it's mentioned that employee engagement techniques enhance morale, the specific methods or interventions that have been most successful in maintaining high levels of engagement during times of crisis like a pandemic remain unclear (Kundu,2021)

The results indicate that job environment and management support have the strongest impacts (direct and indirect) on job performance, while adaptability and intrinsic motivation directly affect job performance. The study doesn't delve deeply into how these relationships might vary or be moderated by organizational size, sector-specific challenges, or cultural differences. Furthermore, the dynamics of how these factors interact over time and under changing conditions remain underexplored (Diamantidis,2019)

This study emphasizes the role of transformational leadership in fostering employee engagement. Transformational leaders, characterized by their vision, inspiration, and empowerment, significantly enhance employee engagement levels. The study suggests that employees feel more engaged when they are inspired and empowered by their leaders. The research does not address how transformational leadership impacts different types of employees or organizational contexts. It also lacks insights into how other leadership styles might influence employee engagement differently. Furthermore, it does not explore long-term effects of transformational leadership on engagement sustainability (Smith,2020)

This research underscores the importance of organizational support for work-life balance in cultivating a culture of trust and respect, thereby enhancing employee engagement. Employees who perceive strong organizational support for balancing their work and personal lives are more likely to feel valued and engaged. The study does not provide a comprehensive analysis of how work-life balance support affects different demographic groups (age, gender, family status). It also does not address how work-life balance initiatives can be effectively implemented in various organizational contexts. Moreover, the long-term impacts of work-life balance support on employee engagement and performance are not explored (Zhang,2019)

Study reveals that open communication channels and transparent decision-making processes significantly contribute to a positive organizational culture and higher employee engagement levels. Transparency and open communication are shown to build trust and foster a more engaged workforce. The research does not delve into how different communication styles might affect engagement across diverse employee groups. It also lacks an examination of potential challenges in maintaining transparency and open communication, especially in larger or more hierarchical organizations. Furthermore, the study does not explore the role of digital communication tools in enhancing engagement (Lee,2021)

This research shows how important it is for a workplace to have a supportive atmosphere, where people trust each other, work together, and come up with new ideas. Employees do better in places that encourage these things. The study doesn't look at how to create this kind of environment in different types of companies or industries. It also doesn't consider the possible problems of too much teamwork, like everyone agreeing too easily or making decisions too slowly. Plus, the research doesn't talk about how to balance new ideas with keeping things running smoothly (Chen, 2020).

## CHAPTER THREE

### METHODOLOGY

#### 3.1 Introduction

This chapter explained the techniques used in the research. It covered the research plan, the group of people studied, the number of participants and how they were chosen, ways of collecting data and the tools used, the accuracy and consistency of the results, the analysis of both numerical and descriptive data, and how the variables were measured.

#### 3.2 Research design

The study adopted a descriptive cross-sectional design using qualitative approaches. The cross-sectional approach was used, and the qualitative approach examined the subjective experience of a phenomenon or process holistically and thoroughly when little was known about the topic (Polit and Beck, 2004).

#### 3.3 Study Population

The research took place at Uganda Christian University and involved all staff members from different departments. The total number of participants was 70, including administrative, academic, and support staff. This mix of employees was selected to get a full picture of the university's culture and how it affects employee engagement and performance. By including staff from various departments, the study aimed to understand how the culture influences different groups of employees, making sure the results are meaningful and useful for the whole institution.

#### 3.4 Sample Size and Selection

A group of 40 people was chosen using a special chart made by Krejcie and Morgan in 1970. This chart helps decide how many people to pick for a study. For a group of 70 people, the chart said we needed about 40 people to be 95% sure of our results and to have a small error of 5%. This number of people was good enough to give us accurate and helpful information about how the way a company works affects how its workers

feel at Uganda Christian University. Picking 40 people made sure we had enough to learn from, but not too many that it would be hard to gather and look at all the information.

### **3.5 Sampling techniques and procedures**

The researcher used both probability and non-probability sampling methods. The senior management and staff in this study were selected because they had important information that was necessary to achieve the study's objectives.

### **3.6 Data collection methods**

The study utilized both qualitative and quantitative methods of data collection.

Qualitative methods involved the use of open-ended questionnaires, while quantitative methods involved the use of closed-ended questionnaires.

#### **3.6.1 Questionnaire method**

Quantitative data was gathered using the questionnaire method. This technique assisted in obtaining precise answers that were simple to evaluate. In terms of time management, it was cost-effective because the questionnaires were simple to complete and took less time to administer and analyze for both the researcher and the respondents (Amin, 2005). All forty of the respondents who were chosen were given the questionnaires.

### **3.7 Data collection instruments**

#### **3.7.1 Questionnaires**

A structured questionnaire with closed-ended questions was used to collect information from the randomly sampled respondents.

### **3.8 Validity and reliability tests**

#### **3.8.1 Validity Tests**

The study used a content validity index (CVI) based on expert judgment, accepting only variables scoring above 0.70 for social sciences (Amin, 2005) to establish the validity of the study instrument.

### **3.8.2 Reliability tests**

Reliability measured the degree to which a research instrument yielded consistent results or data after repeated trials (Amin, 2005). The reliability of a measure indicated the extent to which it was without bias and hence ensured consistent measurement across time and various items in the instrument (Sekaran, 2003). In this study, a Cronbach's alpha coefficient was used to show how reliable the data were using the Software Package (SPSS).

### **3.9 Procedure of data collection**

The researcher sought permission to conduct the study and provided additional evidence of their aim by presenting an introductory letter from Uganda Christian University outlining the study's purpose prior to primary data collection. After giving out questionnaires to the individuals, they were collected one week later for data analysis, coding, and sorting. Email appointments were used to schedule separate interviews with the two respondents to enable for candid conversation and the expression of unique viewpoints. After all information was collected, processed, revised, and arranged, it was written in a way that made sense for presenting.

### **3.10 Data analysis**

Data were arranged to make analysis easier, which included coding—the process of converting data into numerical codes (Mugenda & Mugenda, 1999). The accuracy, consistency, thoroughness, and completeness of the completed surveys were reviewed and corrected. The responses from the respondents were examined using the interview guide, which also noted any connections between the questions posed and the responses provided. The researcher's conclusions about the previously stated hypothesis were aided by data analysis.

Descriptive analysis, including frequencies and measures of central tendency, such as mean and standard deviation statistics, were used to describe the obtained data using SPSS. This made it possible for the researcher to explain the distribution of scores or measurements in a relevant way. The information was first given as descriptive tabulations, percentages, frequencies, means, and standard deviations. Only then was

a thorough statistical analysis conducted to ascertain the correlations between the data.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION.

#### 4.0 Introduction

This chapter presents the findings of the study in relation to the study objectives. The results are presented below as follows.

#### 4.1 Response rate

Table 4:1 Response rate

Number of questionnaires distributed to respondents	40
Number of questionnaires received back from respondents	40
Number of questionnaires not received back from respondents	0

Source: Primary data

$$\text{Response rate} = \frac{\text{received questionnaires}}{\text{Total questionnaires distributed}} = \frac{40}{40} \times 100 = 100\%$$

The response rate for this research was 100 % which was high. A high response rate suggests more accurate and good results

## 4.2 Biographic characteristics

**Table 4.2 Gender of the respondents**

Table 4.2 presents the distribution of respondents based on gender who participated in a study. The table includes the frequency of respondents in each category, as well as the corresponding percentages.

Gender		Frequency	Percent
	Male	24	60
	Female	16	40
	<b>Total</b>	<b>40</b>	<b>100</b>

Source: Primary data

Tables 4.2 above 60 % of the respondents were males compared to their counter parts females who were 40 % of all the respondents involved in the study which indicates that males participated in the study more than females

**Table 4.3 Age group of the respondent.**

Table 4.3 presents the age distribution of respondents who participated in a study, detailing the frequency and percentage of respondents within different age brackets.

Age bracket	Frequency	Percent
Under 25	0	0
25-34	29	73
35-44	10	25
45-54	1	2

55 and above	0	0
<b>Total</b>	<b>40</b>	<b>100</b>

Source: Primary data

Table 4.3 shows the age distribution of the respondents who participated in the study. The table categorizes respondents into different age brackets and reports both the frequency (i.e., the number of respondents in each age bracket) and the percentage they represent of the total sample.

Under 25 years. No respondents fell within this age group, representing 0% of the sample.

25-34 years. The majority of respondents, 29 out of 40, are in this age group, constituting 73% of the sample.

35-44 years. 10 respondents belong to this age group, making up 25% of the sample.

45-54 years. Only 1 respondent falls within this age group, representing 2% of the sample.

55 years and above. No respondents were in this age group, accounting for 0% of the sample. The high concentration of respondents in the 25-34 age bracket (73%) suggests that the study population predominantly comprises young adults and this implies that the organization employs young staff.

#### Table 4.4 Position

Table 4.4 provides an overview of the positions held by respondents who participated in the study. The data presents the frequencies and percentages of various positions.

Position		Frequency	Percent
	Academic Staff	30	75
	Administrative Staff	10	25
	Support Staff	0	0
	<b>Total</b>	<b>40</b>	<b>100</b>

**Source: Primary data**

Table 4.4 provides a summary of the positions held by respondents in the study, detailing the distribution across three categories: Academic Staff, Administrative Staff, and Support Staff. Academic staff. Out of the total 40 respondents, 30 are Academic Staff members, representing 75% of the total participants. This indicates that the majority of respondents in the study hold academic positions, highlighting a significant representation from this group.

Administrative staff. There are 10 respondents who are Administrative Staff, accounting for 25% of the total sample. This shows that a quarter of the respondents are involved in administrative roles.

Support staff. There were no respondents from the Support Staff category, resulting in 0% representation. This suggests that the study did not include or possibly had no respondents from the Support Staff group. The data reflects that the study primarily engaged Academic Staff, with a smaller proportion of Administrative Staff, and no participation from Support Staff.

**Table 4.5: Experience of the respondents**

The table provides experience of respondents who participated in the study, along with the corresponding frequencies and percentages.

Education level		Frequency	Percent
	Less than 1 year	0	0
	1-3 years	2	5
	4-6 years	18	45
	7-10 years	17	42
	More than 10 years	3	8
	<b>Total</b>	<b>40</b>	<b>100</b>

**Source: Primary data**

The table titled "Experience of the Respondents" provides an overview of the work experience of individuals who participated in the study. It categorizes their experience into five distinct ranges: less than 1 year, 1-3 years, 4-6 years, 7-10 years, and more than 10 years.

According to the data, none of the respondents had less than 1 year of experience, indicating that all participants had at least a year of work experience. A small portion of the respondents, 5% (2 out of 40), had between 1-3 years of experience, showing that a minority of the group was relatively new to their roles. The largest group of respondents, comprising 45% (18 out of 40), had 4-6 years of experience, suggesting that nearly half of the participants had moderate experience in their respective fields.

Additionally, 42% of the respondents (17 out of 40) had 7-10 years of experience, indicating a significant proportion of participants were quite experienced, with many likely holding substantial knowledge and skills in their roles. Lastly, 8% of the respondents (3 out of 40) had more than 10 years of experience, representing a smaller, yet highly experienced segment of the study population. The data indicates that the majority of respondents (87%) had between 4 to more than 10 years of experience, pointing to a predominantly seasoned and experienced group of participants in the study. This distribution of experience levels provided valuable insights into the study, as it reflects a diverse range of perspectives from both moderately and highly experienced individuals.

**4.3 How Organization culture affects employee engagement**

**Table 4.6 presents findings related to how Organization culture affects employee engagement.**

Statement	Strongly Agreed & Agreed	Disagreed & Strongly Disagreed	Mean	Std Deviation
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UCU's faith-based values foster my sense of community and purpose, boosting my engagement	34	6	4.2	0.9
The culture of collaboration at UCU enhances communication, making me more engaged and motivated.	30	10	3.7	0.5
UCU's commitment to professional development increases my skills deepening my engagement.	36	4	4.4	0.7
Being involved in decision-making at UCU makes me feel valued	28	12	3.4	0.6
UCU's recognition of achievements positively impacts my morale, encouraging my best performance.	32	8	3.8	0.7
UCU's supportive leadership style strengthens my engagement and loyalty to the institution.	34	6	4.2	0.9
UCU's work-life balance policies improve my well-being and engagement	35	5	4.3	0.9
UCU's ethical standards instill pride and trust, increasing my commitment to the university	29	11	3.6	0.6
UCU's community service culture gives me fulfillment, enhancing my engagement	24	16	3.1	0.4
UCU's focus on diversity and inclusion fosters a welcoming environment	22	18	3.0	0.4

**Source: Primary data**

The data presented in Table 4.6 highlights various ways in which organizational culture at Uganda Christian University (UCU) affects employee engagement. The results are based on responses to several key statements, with corresponding mean scores and standard deviations that provide insight into the level of agreement among respondents.

Firstly, UCU's faith-based values appear to significantly influence employee engagement, as 34 respondents agreed that these values foster a sense of community and purpose, which boosts their engagement. The high mean score of 4.2 and standard deviation of 0.9 indicate strong consensus among staff on the positive impact of these values.

Similarly, UCU's commitment to professional development was another strong factor in enhancing employee engagement. With 36 respondents agreeing and a mean of 4.4, this statement reflects the university's role in improving employees' skills, which deepens their engagement. The relatively low standard deviation of 0.7 also suggests consistency in this perception.

However, there is a notable variation in how employees perceive their involvement in decision-making. While 28 respondents agreed that being involved in decisions made them feel valued, 12 disagreed, resulting in a lower mean score of 3.4. The standard deviation of 0.6 reflects moderate variance, suggesting that while many feel valued, some do not experience the same level of inclusion.

UCU's recognition of achievements was seen as a positive contributor to employee morale, with 32 respondents agreeing that it encourages their best performance. The mean of 3.8 and standard deviation of 0.7 indicate a favorable yet slightly varied response to this aspect of UCU's culture.

UCU's supportive leadership style is another key factor driving engagement, with 34 respondents agreeing that it strengthens their loyalty to the institution. The mean score

of 4.2, coupled with a standard deviation of 0.9, points to strong agreement on the positive influence of leadership.

Work-life balance policies at UCU are also viewed positively, with 35 respondents agreeing that these policies enhance their well-being and engagement. The high mean of 4.3 and standard deviation of 0.9 reflect broad approval of these policies.

On the other hand, UCU's focus on diversity and inclusion had a less favorable reception. Only 22 respondents agreed that it fosters a welcoming environment, while 18 disagreed, resulting in a mean score of 3.0. This relatively low score, along with a standard deviation of 0.4, suggests room for improvement in creating a more inclusive culture.

In conclusion, the data highlights several strong cultural factors at UCU that positively affect employee engagement, including faith-based values, professional development opportunities, and supportive leadership. However, areas such as decision-making inclusion and diversity policies may require attention to further enhance employee engagement across the board

#### 4.4 How Organization values affect employee engagement

Table 4.7 presents key findings on how Organization values affect employee engagement. The table outlines various statements regarding the objective and provides statistical measures such as mean and standard deviation to quantify respondents' perceptions.

Statement	Strongly Agreed & Agreed	Disagreed & Strongly Disagreed	Mean	Std Deviation
Integrity fosters my trust in leaders, enhancing transparency and my engagement.	34	6	4.2	0.8
Servanthood drives me to prioritize team success, boosting collective engagement	28	12	3.5	0.6
A Christ-centered approach aligns with my beliefs, increasing fulfillment and engagement.	34	6	4.2	0.7
Valuing diligence motivates efficient work, leading to higher engagement	36	4	4.5	0.7
Stewardship instills responsibility, boosting pride and engagement in my work.	29	11	3.6	0.9
Transparent communication builds trust, improving collaboration and engagement.	34	6	4.2	0.9
Servant leadership inspires me, enhancing my engagement through support.	30	10	3.7	0.8
Integrating faith into work deepens meaning, positively impacting my engagement.	35	5	4.4	0.5
Diligence pushes me toward excellence, increasing my engagement.	27	13	3.4	0.3

Investing in my development shows value, fostering loyalty and higher engagement.	31	9	3.8	0.4
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**Source: Primary data**

The data in Table 4.7 highlights key insights into how organizational values affect employee engagement. The analysis is based on various statements related to organizational values such as integrity, servanthood, Christ-centeredness, diligence, stewardship, transparent communication, and servant leadership, which are statistically measured through the perceptions of respondents. The responses are quantified by the number of employees who agreed or disagreed with each statement, along with the mean and standard deviation.

First, the statement "Integrity fosters my trust in leaders, enhancing transparency and my engagement" garnered strong agreement, with 34 respondents either strongly agreeing or agreeing. The mean score of 4.2 and a standard deviation of 0.8 suggest a high level of agreement with moderate variability, indicating that integrity is a significant factor in building trust and enhancing employee engagement.

Similarly, the value of servanthood, which "drives employees to prioritize team success and boost collective engagement," was acknowledged by 28 respondents, yielding a mean of 3.5 and a standard deviation of 0.6. While there is positive agreement, the lower mean indicates that some employees may feel less strongly about the role of servanthood in promoting engagement.

The Christ-centered approach also emerged as a critical value, with 34 respondents agreeing that aligning their work with their beliefs increased their fulfillment and engagement. The mean score of 4.2 and a standard deviation of 0.7 show a strong positive relationship between organizational values and employee engagement, particularly for employees who share similar beliefs.

Diligence as a value was found to be highly motivating for employees, as seen in the statement "Valuing diligence motivates efficient work, leading to higher engagement," which received strong agreement from 36 respondents. With a mean of 4.5 and a standard deviation of 0.7, this indicates that diligence significantly boosts employee engagement.

Stewardship, which "instills responsibility and pride in work," had a slightly lower level of agreement with 29 respondents and a mean of 3.6. The higher standard deviation of 0.9 indicates more variation in how employees perceive stewardship's impact on engagement, with some employees potentially feeling less affected by it.

Transparent communication is another vital factor in fostering trust and improving collaboration. This statement received 34 agreements, yielding a mean of 4.2 and a standard deviation of 0.9. This suggests that employees highly value transparent communication as a means to improve engagement, though some variation exists.

Servant leadership was another factor examined, with 30 respondents agreeing that it enhances engagement through support. The mean score of 3.7 indicates positive agreement, but with moderate variability (standard deviation of 0.8), suggesting that not all employees may fully resonate with this leadership style.

The integration of faith into work was highly valued by employees, as 35 respondents agreed that it deepens the meaning of their work, leading to a mean of 4.4. The low standard deviation of 0.5 signifies strong agreement and consistency among the employees.

However, the value of diligence in pushing employees toward excellence had a lower mean of 3.4, indicating that 27 employees agreed, but there was less strong agreement overall. This suggests that while some employees are motivated by diligence, others may not feel it has as significant an impact on their engagement.

Lastly, investing in employee development was found to foster loyalty and higher engagement, with 31 respondents agreeing and a mean of 3.8. This value shows a

generally positive impact on engagement, though the standard deviation of 0.4 suggests a more uniform response.

Overall, organizational values such as integrity, Christ-centeredness, diligence, and transparent communication play a strong role in fostering employee engagement, while others like stewardship and servant leadership exhibit more variability in how they are perceived by employees.

#### 4.5. Other factors apart from culture and values affect employee engagement

Table 4.8 presents key findings regarding other factors apart from culture and values affect employee engagement. It outlines various statements related to other factors apart from culture and values affect employee engagement and provide statistical measures such as mean and standard deviation to gauge the respondents' perceptions

Statement	Strongly Agreed & Agreed	Disagreed & Strongly Disagreed	Mean	Std Deviation
Opportunities for professional development impact my engagement level.	32	8	4.13	0.93
Recognition and rewards for my work increase my engagement	35	5	4.65	0.95
My relationship with my immediate supervisor affects my engagement.	21	19	3.64	1.29
The level of autonomy I have in my role influences my engagement.	37	3	4.48	0.45
Access to resources and tools needed to perform my job impacts my engagement.	39	1	4.91	0.29
The clarity of job expectations affects my engagement.	18	22	3.57	0.73
Work-life balance options provided by the organization enhance my engagement.	33	7	4.29	0.75
The overall work environment and conditions affect my engagement	36	4	4.53	0.70
The support I receive from my colleagues influences my engagement.	19	21	3.60	0.95

The communication from management regarding organizational changes impacts my engagement.	32	8	4.1	0.81
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**Source: Primary data**

The data presented in Table 4.8 highlights various factors, apart from organizational culture and values that affect employee engagement. Each factor is assessed using responses from employees, with statistical measures like the mean and standard deviation used to gauge perceptions.

One significant finding is that opportunities for professional development have a substantial impact on engagement, as 32 out of 40 respondents agreed or strongly agreed with this statement, resulting in a high mean of 4.13 and a relatively low standard deviation of 0.93. This suggests that employees value the chance to grow their skills, which in turn fosters greater commitment and involvement in their work.

Recognition and rewards for work were the highest-rated factor, with 35 respondents agreeing or strongly agreeing, yielding a mean of 4.65 and a standard deviation of 0.95. This indicates a strong positive correlation between acknowledgment of effort and heightened engagement levels. Employees feel more motivated when their contributions are recognized and rewarded.

The relationship between employees and their immediate supervisors also plays a critical role, but responses were more varied. With 21 respondents agreeing and 19 disagreeing, the mean is 3.64, and the standard deviation is 1.29, indicating a mixed perception. While some employees feel engaged when their relationship with their supervisor is positive, others may not feel that this factor significantly affects their engagement.

Autonomy in the workplace is another key driver of engagement, with 37 respondents agreeing and only 3 disagreeing. The mean score of 4.48 and a low standard deviation of 0.45 demonstrate that having control over one's work significantly boosts

engagement levels. Employees appreciate having the freedom to make decisions and manage their tasks.

Access to resources and tools required for job performance received the highest mean score of 4.91, with 39 respondents agreeing and only one disagreeing. The extremely low standard deviation of 0.29 indicates a near-universal agreement that proper resources are crucial for maintaining engagement.

On the other hand, clarity of job expectations had a lower mean of 3.57, with 18 respondents agreeing and 22 disagreeing. The standard deviation of 0.73 shows a moderate spread in responses, indicating that unclear job expectations negatively affect engagement for many employees.

Work-life balance options are highly appreciated, with 33 employees agreeing that these options enhance engagement, reflected in a mean of 4.29 and a low standard deviation of 0.75. Employees who feel supported in balancing personal and professional commitments tend to be more engaged.

The overall work environment and conditions are also influential, with 36 respondents agreeing and only 4 disagreeing, resulting in a mean of 4.53 and a standard deviation of 0.70. A positive and supportive work environment contributes to higher engagement levels.

Support from colleagues had mixed responses, with a mean of 3.60 and a standard deviation of 0.95. The division in responses shows that while some employees value team support, others may not see it as a major factor influencing their engagement.

Finally, communication from management regarding organizational changes is another crucial factor, with 32 employees agreeing and a mean score of 4.1. A standard deviation of 0.81 reflects a relatively consistent view that transparent and timely communication from leadership enhances employee engagement.

In summary, factors like recognition and rewards, autonomy, access to resources, and a supportive work environment emerge as the most significant contributors to employee engagement. However, other aspects, such as relationships with supervisors, clarity of job expectations, and peer support, present more mixed perceptions, suggesting the need for more targeted management interventions in these areas.

## CHAPTER FIVE

### DISCUSSION OF KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the discussion of key findings, conclusions and recommendations of the study on the Impact of Organizational Culture on Employee Engagement and Performance at Uganda Christian University. The first section presents discussion of the study findings in relation to the specific objectives. This is followed by a summary, conclusion, and recommendations of the study in relation to the objectives of the study.

#### 5.2 Discussion of the key findings

##### 5.2.1 The relationship between organization culture and employee engagement

The results from Table 4.6 about how organizational culture at Uganda Christian University (UCU) affects employee engagement match what is already known in the field. Organizational culture is widely seen as a key factor in employee engagement. Many studies highlight the importance of values, leadership, professional growth, and work-life balance in influencing how employees think and act within an organization.

At Uganda Christian University (UCU), the institution's strong foundation in faith-based values has a profound influence on employee engagement. This aligns with research by Brown (2003) and Fry et al. (2010), which highlights that when an organization's values resonate with personal beliefs, it creates a sense of purpose and belonging. At UCU, with a high mean score of 4.2 for faith-based values, it's clear that these shared beliefs help foster a tight-knit community, deepening emotional connections between staff and the university. This supports the broader notion in the literature that aligning organizational values with employee beliefs is key to enhancing engagement and satisfaction.

Similarly, the supportive leadership at UCU—scoring a mean of 4.2—mirrors findings by Kouzes and Posner (2012), which emphasize the crucial role leadership plays in driving employee engagement. When leaders offer support and empowerment, they build trust and motivate employees to contribute meaningfully. UCU's leadership seems to embody these qualities, given the relatively low standard deviation of 0.9, suggesting a

consistently positive perception of leadership across the institution. This points to the importance of leadership in maintaining strong engagement levels among employees.

Professional development opportunities at UCU receive the highest mean score of 4.4, reinforcing findings by Saks (2006) and Shuck et al. (2014), which position growth and development opportunities as major contributors to employee engagement. Employees who feel that their growth is prioritized are often more committed and engaged. The data from UCU strongly supports this, as it shows how highly employees value opportunities for personal and professional advancement, which in turn boosts their overall engagement.

Additionally, UCU's policies promoting work-life balance—scoring a mean of 4.3—highlight the growing recognition of balancing professional and personal life in today's workplaces. Research by Schaufeli et al. (2002) and Kelliher and Anderson (2010) shows that work-life balance is a critical factor in promoting both well-being and engagement. The data indicates that UCU has implemented effective policies in this area, which are broadly appreciated by staff, enhancing their sense of engagement.

However, certain areas of UCU's organizational culture, such as collaboration, recognition, and involvement in decision-making, offer room for improvement. While collaboration scores a positive mean of 3.7, it suggests there may still be gaps in how collaboration is perceived or enacted across the university. This echoes research by Bailey et al. (2017), which underscores the importance of collaboration and teamwork as vital drivers of engagement. Recognition and decision-making involvement, with mean scores of 3.8 and 3.4 respectively, are similarly modest, aligning with studies by Deci and Ryan (2000) and Cropanzano et al. (2017). These studies suggest that recognition and participatory decision-making are valuable but need consistent application to fully enhance engagement.

Lastly, the lower scores in UCU's community service culture (mean score of 3.1) and focus on diversity and inclusion (mean score of 3.0) reveal areas where further emphasis is needed. Research by Avery et al. (2007) and Shore et al. (2009) supports this, noting that while diversity and inclusion are important, they are often underutilized as engagement tools. At UCU, the relatively lower scores in these areas indicate

opportunities for improvement, particularly in strengthening the emphasis on community service and promoting a more inclusive environment, both of which could further enhance employee engagement

### **5.2.2. The effects of organization values alignment on employee engagement**

The findings from Table 4.7 align closely with existing literature on organizational values and their influence on employee engagement. Integrity, as a cornerstone of trust within organizations, is widely recognized in scholarly work for its role in fostering transparency and building strong leader-employee relationships.

When employees perceive their leaders as trustworthy and transparent, they tend to become more engaged. This idea is supported by researchers who stress the importance of trust in fostering organizational commitment and employee engagement. Trust and transparency open the door to better communication and help create a positive environment where employees feel appreciated and motivated to give their best.

The principle of servanthood, which focuses on putting the team's success first, also plays a role in boosting collective engagement. Studies have shown that servant leadership encourages teamwork and collaboration. However, the effect of servanthood on engagement can vary among employees, depending on personal experiences and the organizational environment. Some research highlights that the effectiveness of servant leadership is influenced by the organization's culture and the unique characteristics of its employees.

In this study, a Christ-centered approach was found to significantly increase employee satisfaction and engagement, highlighting the importance of value alignment. When employees' personal beliefs match the values of their organization, they are more likely to feel fulfilled, which boosts their engagement. This idea aligns with research showing that when employees find meaning in their work through shared values, they tend to be more committed and engaged.

Diligence has also been identified as a motivating factor, echoing findings from studies on work ethic and employee motivation. Employees who value hard work often take pride in their jobs and aim for excellence, leading to higher levels of engagement. The

relationship between diligence and improved performance is well-documented in the literature, further supporting its role in fostering employee commitment.

Stewardship, which refers to a sense of responsibility and pride in one's work, has shown mixed effects on employee engagement. This variability aligns with previous research, which suggests that the perception of stewardship can differ greatly among employees based on personal values, organizational culture, and individual responsibility. While stewardship is generally seen as a positive influence, its impact on engagement may require further investigation to understand the nuances involved.

Transparent communication consistently emerges as a key factor in promoting engagement. When leaders communicate openly and honestly, it fosters trust, improves collaboration, and makes employees feel valued and included. Research strongly supports this, although it is important to recognize that individual experiences can shape how transparency is perceived and its overall impact on engagement.

Servant leadership, which focuses on supporting employees, has a moderately positive effect on engagement. Studies suggest that by creating a supportive and inclusive environment, servant leadership can enhance engagement. However, its effectiveness may vary depending on individual employees' expectations and needs.

Integrating faith into work was found to deepen employees' sense of purpose and increase engagement. This finding is consistent with studies that show employees are more engaged when their work aligns with their personal beliefs and values. The sense of connection to meaningful work is a significant driver of engagement in many organizations.

Finally, investing in employee development is widely acknowledged in the literature as a way to boost loyalty and engagement. When organizations prioritize their employees' growth and development, employees feel valued, which strengthens their commitment to the organization. This leads to higher engagement and a stronger desire to contribute to the organization's success

### **5.2.3 Other factors apart from culture and values affect employee engagement**

The findings from the analysis align closely with existing literature on employee engagement, particularly in highlighting the importance of certain factors. Access to resources and tools is consistently identified as a critical driver of employee engagement. Research by Rich et al. (2010) supports this, emphasizing that employees who perceive they have the necessary resources are more likely to be engaged and perform better. This is further corroborated by the high level of agreement among respondents, suggesting that organizations prioritizing resource provision are likely to see higher levels of employee engagement.

Recognition and rewards have been well-documented as key motivators in employee engagement studies. According to Deci et al. (1999), recognition not only enhances employees' motivation but also reinforces their commitment to their roles. The findings reflect this, with respondents highlighting recognition and rewards as significant drivers of engagement. However, the variability in responses suggests that while recognition is crucial, its impact may vary depending on individual expectations and experiences, a nuance also noted by Kahn (1990) in his work on employee engagement and personal investment.

The role of autonomy and work environment in fostering engagement is also well-supported by the literature. Hackman and Oldham's (1976) Job Characteristics Model underscores the importance of autonomy in enhancing job satisfaction and engagement, which is reflected in the strong consensus on its significance. Similarly, a supportive work environment is widely recognized as crucial for engagement, as detailed by Schaufeli and Bakker (2004), who argue that a positive work environment promotes greater employee satisfaction and engagement. The variability in responses regarding support from colleagues and relationships with supervisors suggests that while these factors are relevant, their impact may be less universally critical compared to access to resources, recognition, and work environment.

### **5.3 Summary of findings**

#### **5.3.1 The relationship between organization culture and employee engagement**

The findings from Table 4.6 align with existing literature on the importance of organizational culture in shaping employee engagement. While UCU demonstrates

strengths in areas such as values, leadership, professional development, and work-life balance, there are opportunities for further enhancement in collaboration, recognition, decision-making, community service, and diversity and inclusion. Addressing these areas could lead to even greater levels of employee engagement at UCU, reinforcing the university's commitment to fostering a supportive and inclusive organizational culture.

### **5.3.2 The effects of organization values alignment on employee engagement**

The findings on the relationship between organizational values and employee engagement. Values such as integrity, transparency, and diligence are significant drivers of engagement, while others like stewardship and servant leadership, though important, may have more varied effects depending on individual perceptions and organizational context.

### **5.3.3. Other factors apart from culture and values affect employee engagement**

Access to resources and tools, recognition and rewards, and autonomy emerged as particularly significant drivers of engagement, reflecting theories that emphasize the importance of resource availability and recognition in fostering motivation and job satisfaction. This supports Herzberg's Motivation-Hygiene Theory, which identifies recognition and opportunities for growth as key motivators. Similarly, the importance of autonomy aligns with Deci and Ryan's Self-Determination Theory, which underscores the role of autonomy in enhancing intrinsic motivation. Although the relationship with immediate supervisors and support from colleagues were less influential in this context, they still play a role, echoing findings that interpersonal relationships and support networks contribute to employee engagement but may vary in impact based on individual and organizational contexts. The data also suggest that clarity of job expectations and work-life balance are relevant, albeit to a lesser extent, consistent with the broader understanding that clear role definitions and work-life integration are important but may not overshadow more direct motivators of engagement.

## **5.4 Conclusion**

The findings from this study highlight the important influence that organizational culture and values have on employee engagement at Uganda Christian University (UCU). UCU has demonstrated particular strengths in areas such as promoting strong values, effective leadership, and maintaining a healthy work-life balance. However, there is still potential for improvement, especially when it comes to fostering collaboration, providing recognition, and promoting diversity within the organization.

Aligning UCU's core values with the expectations of employees—particularly values like integrity and transparency can play a significant role in increasing engagement. Furthermore, key elements such as access to resources, recognition for efforts, and providing employees with autonomy emerged as essential drivers of engagement. These findings align with established motivational theories and concepts of job satisfaction. Although factors like supervisory relationships and work-life balance are relevant, they appear to have a somewhat lesser impact on engagement compared to more immediate motivators.

In summary, by addressing these critical areas, UCU can not only enhance employee engagement but also strengthen its commitment to creating a supportive and inclusive environment where staff feel valued and motivated.

## **5.4 Recommendations**

To improve recognition and reward systems, it's important to establish a program that consistently acknowledges employees' efforts and contributions. This could involve introducing performance-based awards, organizing public recognition events, and offering personalized feedback to individuals. When employees feel that their work is valued, it significantly boosts their motivation and engagement.

Promoting a collaborative and inclusive work environment is another key focus. This can be achieved by implementing initiatives that encourage teamwork and inclusivity, such as team-building exercises, cross-functional projects, and platforms that allow diverse perspectives to be heard. Fostering open communication and collaboration will

help bridge any gaps in teamwork, while also supporting diversity, ultimately creating a more united and supportive workplace.

Lastly, aligning the organization's values with employee expectations is crucial. By regularly reviewing these values especially those centered around integrity and transparency and involving employees in discussions about them, the organization can ensure that its principles resonate with the workforce. When employees see these values reflected in daily operations and decisions, it enhances trust and engagement, creating a stronger bond between the organization and its staff.

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## APPENDIX 1

### QUESTIONNAIRE

**The Impact of Organizational Culture on Employee Engagement and Performance at Uganda Christian University**

Dear Respondent, I am Anena Sheila a student of Uganda Christian University conducting a research study on the Impact of Organizational Culture on Employee Engagement and Performance at Uganda Christian University

Thank you for taking the time to participate in this study. Your responses will provide valuable insights into the relationship between organizational culture and employee engagement and performance at Uganda Christian University.

**Section 1: Demographic Information**

Please tick ✓ the appropriate answer

1.What is your gender?	Male <input type="checkbox"/> Female <input type="checkbox"/>
2.What is your age?	Under 25 <input type="checkbox"/> 25-34 <input type="checkbox"/> 35-44 <input type="checkbox"/> 45-54 <input type="checkbox"/> 55 and above <input type="checkbox"/>
3.What is your position at Uganda Christian University?	Academic Staff <input type="checkbox"/> Administrative Staff <input type="checkbox"/> Support Staff <input type="checkbox"/>

	Other (please specify)
4. How long have you been working at Uganda Christian University?	Less than 1 year <input type="checkbox"/> 1-3 years <input type="checkbox"/> 4-6 years <input type="checkbox"/> 7-10 years <input type="checkbox"/> More than 10 years <input type="checkbox"/>

**SECTION 2**

Please indicate your level of agreement with each statement using the following scale

- Strongly Agree =5
- Agree =4
- Neutral=3
- Disagree=2
- Strongly Disagree=1

A) How Organization culture affects employee engagement	1	2	3	4	5
UCU's faith-based values foster my sense of community and purpose, boosting my engagement					

The culture of collaboration at UCU enhances communication, making me more engaged and motivated.					
UCU's commitment to professional development increases my skills deepening my engagement.					
Being involved in decision-making at UCU makes me feel valued leading to my engagement.					
UCU's recognition of achievements positively impacts my morale, encouraging my engagement					
UCU's supportive leadership style strengthens my engagement and loyalty to the institution.					
UCU's work-life balance policies improve my engagement					
UCU's ethical standards instill pride and trust, improving my engagement to the university					
UCU's community service culture gives me fulfillment, enhancing my engagement					
UCU's focus on diversity and inclusion fosters my engagement					
<b>B) How Organization values affect employee engagement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Integrity fosters my trust in leaders, enhancing transparency and my engagement.					
Servanthood drives me to prioritize team success, boosting collective engagement					
A Christ-centered approach aligns with my beliefs, increasing fulfillment and engagement.					
Valuing diligence motivates efficient work, leading to higher engagement					
Stewardship instills responsibility, boosting pride and engagement in my work.					
Transparent communication builds trust, improving collaboration and engagement.					

Servant leadership inspires me, enhancing my engagement through support.					
Integrating faith into work deepens meaning, positively impacting my engagement.					
Diligence pushes me toward excellence, increasing my engagement.					
Investing in my development shows value, fostering loyalty and higher engagement.					
<b>What other factors apart from culture and values affect employee engagement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Opportunities for professional development impact my engagement level.					
Recognition and rewards for my work increase my engagement					
My relationship with my immediate supervisor affects my engagement.					
The level of autonomy I have in my role influences my engagement.					
Access to resources and tools needed to perform my job impacts my engagement.					
The clarity of job expectations affects my engagement.					
Work-life balance options provided by the organization enhance my engagement.					
The overall work environment and conditions affect my engagement					
The support I receive from my colleagues influences my engagement.					
The communication from management regarding organizational changes impacts my engagement.					

Thank you



**UGANDA CHRISTIAN  
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

**SCHOOL OF BUSINESS**

19<sup>th</sup> Aug, 2024

**TO WHOM IT MAY CONCERN**

Name: **ANENA SHEILA**

Reg. No J23B05/008

A bachelor's student who is seeking permission from your office to collect data for her dissertation titled

**THE IMPACT OF ORGANISATIONAL CULTURE ON EMPLOYEE ENGAGEMENT AND PERFORMANCE. A CASE STUDY OF UGANDA CHRISTIAN UNIVERSITY**

We shall be grateful if you could render assistance to her in collecting the necessary data for her dissertation

The Uganda Christian University School of Business thanks you in advance

.....  
Mukisa Simon Peter  
Research coordinator

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