

**THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE
ENGAGEMENT AND PERFORMANCE IN CENTENARY BANK, KAMPALA**

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M23B42/059

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

February, 2026



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DECLARATION


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I, Akao Gloria Mercy, declare that this dissertation is the original work product of my own efforts in partial fulfillment of the requirements for the award of a Bachelor's Degree in Human Resource Management. It has never been submitted to any academic institution. Therefore, it is not a duplication or reproduction of any other dissertation, and all sources have been cited in the text and references.

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APPROVAL

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

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ACKNOWLEDGEMENTS

This dissertation would not have been completed without the help of many individuals and academic mentors. I want to acknowledge the intellectual support of my supervisor, Ms. Winnie Thakker, who guided me through every stage of the process. I also sincerely thank my family for their emotional and financial support throughout my studies. To my dear friends, thank you for your encouragement. May God bless you all abundantly. I am grateful to the management of Uganda Christian University for providing the necessary information that contributed to the success of this study. Finally, I thank God for giving me good health and strength to complete the research from start to finish.

ABBREVIATION

COVID-19 – Coronavirus Disease 2019

ATMs – Automated Teller Machines

OCB – Organizational Citizenship Behavior

SERVQUAL – Service Quality Model

JS – Job Satisfaction

EP – Employee Performance

OC – Organizational Culture

EE – Employee Engagement

TQM – Total Quality Management

WPV – Workplace Violence

EORs – Employee–Organization Relationships

HR – Human Resources

IT – Information Technology

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ABSTRACT

This paper analyzed how organizational culture has influenced employee engagement and performance at Centenary Bank in Kampala. The problem that was studied happened to be the poor levels of engagement and fluctuating performance outputs, evidenced by absentees, staff turnover, and declining customer satisfaction, even after numerous human resource practices like induction programs, refresher training, performance-based bonuses, and recognition schemes. The research aims were to investigate the effect of organizational values and culture on employee engagement and the effect of culture in performance of various categories of staff. The sample size was 1000 full-time employees, and a purposive sample of 36 employees was taken to make sure that managers, professional/technical, support, and branch employees were all represented. The information source was gathered by using interviews, a focus group discussion, and reviewing documents, which were analyzed based on a thematic content analysis. The results showed that the organizational culture of Centenary Bank is found to be values-based, balanced, and embracing, and integrity, teamwork, and innovation are always placed at the forefront. Nevertheless, it was observed that there were weaknesses in communication, merit promotion, and rewarding contributions, which constrained the complete implementation of employee engagement. The practice of performance management was organized with a tendency to require more quantitative goals than qualitative ones, including collaboration and flexibility. They reviewed the documents and found that the fostering of these cultural values and practices was formally instilled in the institutional text, which strengthened but at the same time identified the spheres of disconnect between the policy and lived experience. The research findings conclude that organizational culture is the main key to determining engagement and performance in Centenary Bank. Enhanced communication, recognition, and equity would serve to increase employee commitment, and performance would be more strategic in purpose. The results can be added to the bodies of knowledge about organizational culture in African financial institutions and offer a practical implication to the leaders who want to promote engagement and competitiveness.

CHAPTER ONE

1.1 Introduction

The influence of culture in an organization is one thing no one can disaffirm. The culture determines the way employees view their jobs and the way they relate with their colleagues in order to meet organizational goals ((Dannapfel & Nilsen, 2016; Du et al., 2016). The pattern of values, beliefs, and ways of doing things that comprise the community of the organization is known as culture (Schein, 2010). During the past 1 decade, scientists have been informing us that culture is not the noise of the background but, in fact, can or cannot positively affect engaged employees and their performance within the organization (Du et al., 2016); Barajas et al., 2021). Employee engagement refers to the emotional and psychological bonding individuals have when working within the culture of an organization which is one of the factors that are sought after by the organizations as tools of heightening productivity and employee retention (Kahn, 1990; Schaufeli et al., 2002). The engaged employees would tend more towards proactiveness and collaborate towards achieving the goals of the organization in a way that is most effective (Patil et al., 2024). The most important factor in driving engagement is culture (Saks, 2006). The positive cultures strive to develop trust and inspiration. Poor or unarticulated cultures are also a source of disengagement and poor performance (Sinha, 2025). The Centenary Bank is perhaps the most community-oriented and inclusive of the organizations of any of the financial sector of Uganda. Although the position the bank occupies on the public sphere is rather positive, the bank, just like other organizations, is forced to deal with some internal challenges.

1.2 Background of the Study

From 1985 to 1991, studies explored how an organization's culture influences employees' work behaviors, motivations, and development, according to Schein (1985), Denison (1990), Hofstede (1991), and others. In this section, the author investigates the origin, theory, conceptual framework, and context of the subject of the study. He aims to identify how organizational culture affects employee engagement and performance within the service environment of Centenary Bank.

1.2.1 Historical Background of the Study

Organizational culture is becoming the topic of study and practice among most students and professionals in management and organizational behavior these days (Schein, 1985). Organizational culture is the best-known variable of concern in both the study on employee behavior, attitudinal participation, and also the exploration of organizational effectiveness on a

global basis (Denison and Mishra, 1995). International organizational initiatives are based on the purpose of the organizational culture focus systems (Denison, 1990). Most organizations nowadays are seeking strong positive employee attitudinal engagement and commitment (Kahn, 1990). It has been shown by a high association between a great culture of involvement, adaptability, consistency and mission with the presence of high evaluation and low employee turnover organizations (Denison and Mishra, 1995). Organizational culture is reported to have a positive effect on the attitude of employees and their productivity in the South African setting, particularly in the public sector (Martins and Terblanche, 2003). In Kenya, low employee engagement and poor service delivery in the public and private segment has also been attributed to the weak organizational culture (Kipkebut, 2010). Moreover, lack of values, poor leadership, low culture, and imbalance of culture have been reported to pose challenges of employee disengagement and low morale, low variable performance among other issues affecting organizations in Uganda, specifically in the financial sector (Mugisha, 2019). The Denison Organizational Culture Model has a history that can be traced to the early 1990s when Denison, in Denison (1990) developed a framework that is applicable in explaining the impacts of certain cultural variables on the level of organizational effectiveness. The model has four fundamental dimensions, which include Involvement, Consistency, Adaptability, and Mission (Denison, 1990; Denison and Mishra, 1995). It has been applied in comprehending the effect of culture on behavior in the workplace and culture has been understood to include shared values and how shared values have been turned into systems, practices and performance (Denison and Mishra, 1995). The Denison model has gained preference in organizations in recent two decades, as it has the ability to link culture of an organization with objective outcomes, including engagement of employees, organizational innovation and financial outcome (Denison and Mishra, 1995). Consequently, this study adopted this model to investigate the influence of organizational culture of Centenary Bank, which is the most renowned Ugandan financial institution on the engagement and performance of employees.

1.2.2 Theoretical Background

The Denison Organizational Culture Model has been used by many researchers to analyze the relationship that exists between the behaviors, engagement, and performance of the employees and the organizational culture (Denison, 1990; Denison and Mishra, 1995). This theory has been initially suggested by Denison in the early 90s and was inspired by the works of organizational

development and effectiveness (Denison, 1990; Denison and Mishra, 1995). This theory explains that in an organization, some cultural philosophies like shared values, strategic direction, flexibilities and the engagement of the employees can positively influence the results of the organization (Denison, 1990). Denison goes further to explain that culture consists of four main elements which are Involvement, Consistency, Adaptability and Mission and that each of these elements facilitates organizational efficacy due to its behavioral assimilations and operational alignment with organizational objectives (Denison and Mishra, 1995). Denison (1990) presents in the model that such organizations are high in involvement and that they empower their employees and provide them ownership, and further states that there is high consistency in the organization, which guarantees that there are shared beliefs in the organization and coordinated systems. There is also flexibility in the organization which implies that there is flexibility to adapt to change in the environment and in case there is mission, it implies that there is purpose and direction offered. All these are connected with each other, and they constitute the organizational culture, which promotes the attitude and the performance of the employees (Denison, 1990; Denison and Mishra, 1995). It is these characteristics that prompted the usage of the Denison model to determine to what degree the cultural characteristics of the Centenary Bank influence the engagement and performance of the employees. The model has cultural dimensions that are measurable and whose utilization assists in diagnosis of weak and strong aspects in an organization (Denison and Mishra, 1995). The model played a significant role in the study by providing the research with a systematic character in the analysis of the effects of cultural fit on workers commitment and efficiency. Moreover, the model is empirically grounded and this factor makes it relevant in case of its application in newly established companies within the market (Denison and Mishra, 1995). To this effect, the Denison Organizational Culture Model has been selected to evaluate how organizational culture can affect the commitment and efficiency of the workers in Centenary bank.

1.2.3 Conceptual Background

Often defined as the values, perceptions, and norms that shape behavior of people in the organization, organizational culture is explained (Schein, 2010). It is actually a guide which directs the members on how to conduct themselves, make decisions and perceive themselves (Hofstede, 1991). Based on the work of Hofstede (1991), organizational culture can be manifested in symbols, practices and rituals based on the assumptions regarding work relationships. These aspects influence the reaction of the members to the work, each other, and the mission of the organization.

As per Kahn (1990), employee engagement is the emotional and cognitive reinforcement which is shown by an employee to the work and the organization. The engaged employees will have vitality, dedication, and sympathy in their work (Schaufeli et al., 2002). According to Saks (2006), organizational factors determine the level of work engagement, which are direction of leadership, communication, support or lack of support, which again is defined by the organizational culture. The recent trends in the world indicate that the work engagement has grown after the pandemic as more people are more showing empathy, communication, and visible leadership (Bakker et al., 2023). Organizational performance can be defined as the ability effectively achieve the intended goals such as financial performance, customer contentment as well as corporate productivity (Richard et al., 2009). Performance in service industries such as banking is mostly associated with behavior, motivation and organizational objectives (Harter et al., 2002). Denison (1990) maintained that organizational culture with a positive nature helps to achieve a common objective, as a consequence of which enhances performance of an organization. According to recent research, management culture, in particular, remote, hybrid, and work-from-home environments, can have a significant role in employee engagement (Bakker et al., 2023). The cultures of innovation, teamwork, and trust provide the most chances to ensure long-term involvement, even in the highly volatile post-pandemic conditions (Albrecht et al., 2015). Also, small enterprises and financial organizations understand that cultural flexibility, emotional intelligence, etc. can contribute to creating more engaged and productive employees (Albrecht et al., 2015).

1.2.4 Contextual Background

One of the biggest commercial banks in Uganda is Centenary Bank which was started in 1983 whose main vision was to serve the economically disadvantaged groups of the population, mostly the rural population. Beginning with the teachings of the Catholic religion, the bank has expanded to be a one stop financial service provider, as the bank is involved in products that are multifaceted, i.e. it provides savings, loans and internet banking. To support small businesses. The bank is based in Kampala, Uganda, and boasts of more than 70 branches besides having a client base of more than 2.5 million. The operations, credit, finance, customer service and information technology divisions have more than 3,000 employees. The workforce of the bank can be divided into the following groups with certain terms of contract. The managerial workers are usually under a long-term contract that can be renewed depending on the performance of the worker whereas the other support workers are under a renewable short-term contract. Promotion and career movement have

been clearly stipulated among the professional and managerial employees, but not so with the lowest paid employees. Some of the training programs that Centenary bank has invested in to develop its employees include in-house training, leadership training as well as sponsoring certification programs. The bank has an integrated annual report of 2023 that states that the capacity development, succession planning, and performance-based performance-based reward models are the understanding of the bank regarding the talent management approach. The bank is however experiencing challenges in terms of retaining the extent of its employee commitment (Saks, 2006). In the recent past, the organization has been providing different incentives as a way of motivation to the employees. They are medical insurance, loans under favorable terms, bonuses, and recognition awards (Armstrong and Taylor, 2014). Regardless of such efforts, there are indications of not all members being committed evidenced by absenteeism, slow service delivery and poor customer satisfaction (Harter et al., 2002). Such problems have the potential of causing high costs of operations and other risks to the future performance of the organization.

1.3 The Statement of the Problem

Centenary bank might find it difficult to compete in the Ugandan financial market. The difference between this bank and its competitors is quality and personality of the employees. The influence of the soft culture of the bank in creating the environment is well documented (Schein, 2010). These aspects allow employees to be at their highest. The culture should be friendly and inclusive to ensure that employees are more involved and dedicated (Schein, 2010; Denison, 1990). The bank has over the years put conscious efforts to develop this type of environment. Some of the measures the bank has implemented are performance-based training, financial incentives, achievement recognition, and subsidized financial services to improve the well-being of its employees (Armstrong and Taylor, 2014). Such initiatives increase the level of identification of the employees with the organization and are meant to make them feel appreciated and work towards the objectives of the bank (Saks, 2006). Employees must develop connections with the organization and put effort on organized goals, according to Armstrong and Taylor (2014). Nevertheless, emerging signs point towards the fact that the bank is already feeling the effects of its initiatives and employee alienation and lack of commitment is starting to trickle down into the organization (Harter et al., 2002). Lack of attendance, slow services, poor and inconsistent customer focus and increased organizational expenses are indications that there are other problems that go untouched (Richard et al., 2009). On the internal reports, certain employees indicate that

they are not as engaged in the institutional activity, not so connected to organizational goals and lack drive in their day-to-day job (Saks, 2006). Such trends indicate that the existing culture might not be good enough to address the needs of the employees in order to remain engaged (Kahn, 1990). The precise reasons behind these setbacks remain to be investigated, but it is apparent that the long-term effects of misfit between the culture and employee expectations of the bank might be catastrophic (Denison and Mishra, 1995). Otherwise, it may affect the productivity, staff turnover and customer satisfaction, which undermine the growth of the bank (Harter et al., 2002). This research paper is thus an attempt to explore comprehensively the role of the organizational culture in employee engagement and performance at the Centenary Bank. Knowing the aspects of the culture that favor or deter workers, the bank can intensify the situation that enhances devotion, inspiration and the ultimate organizational achievements.

1.4 The Purpose of the Study

The study will endeavor to determine the effect of organizational culture on the rates of employee engagement and work performance within Centenary Bank, which is found in Uganda (Denison, 1990; Saks, 2006). The study will also aim to determine how much the core values and the management practices of the organization contribute to the culture because it can determine the degree of motivation, commitment, and work performance (Schein, 2010). Additionally, the study will also seek to provide empirical findings, which may be utilized to devise strategies that can improve the corporate culture at Centenary Bank (Denison and Mishra, 1995). The study is expected to reveal the actions the management of the bank can undertake to design a favorable, enabling workplace environment, which, in turn, would positively affect the satisfaction, efficiency and effectiveness of the bank (Albrecht et al., 2015).

1.5 Objectives of the Study.

To test the influence of the organizational culture on the degree of employee engagement at the bank.

To determine the influence of employee engagement on employee performance.

The mediator of the organizational culture association with employee performance is the aspect of employee engagement.

1.6 Research Questions

What is the impact of organizational culture in Centenary Bank on the level of employee engagement?

How do employee engagement and performance of employees in the Centenary Bank interact?

Is employee engagement a mediator between the organizational culture and employee performance?

1.7 Scope of the Study

1.7.1 Subject Scope

The subject of this research is to learn the culture of Centenary Bank and its influence on the workers and their performance (Schein, 2010). It explores the values, habits and doing things that constitute the culture of the bank including the way leaders communicate, teamwork or teamwork practice and behavior that is promoted (Denison, 1990). The paper will examine the effect of this culture on the interest levels, motivation and commitment of the employees towards their workplaces (Kahn, 1990). It will also look into the extent in which this motivation influences the efficiency of employees in the discharge of their duties and the success of the bank (Harter et al., 2002). The peculiarities of a banking environment, such as rules they adhere to and customer service accent, will be given special attention in order to understand how these aspects depend on culture and the conduct of employees. Generally, the research will unveil how a positive culture can assist employees to work more efficiently and how managers can enhance the work environment to retain employees and ensure their effectiveness (Albrecht et al., 2015).

1.7.2 Geographical Scope

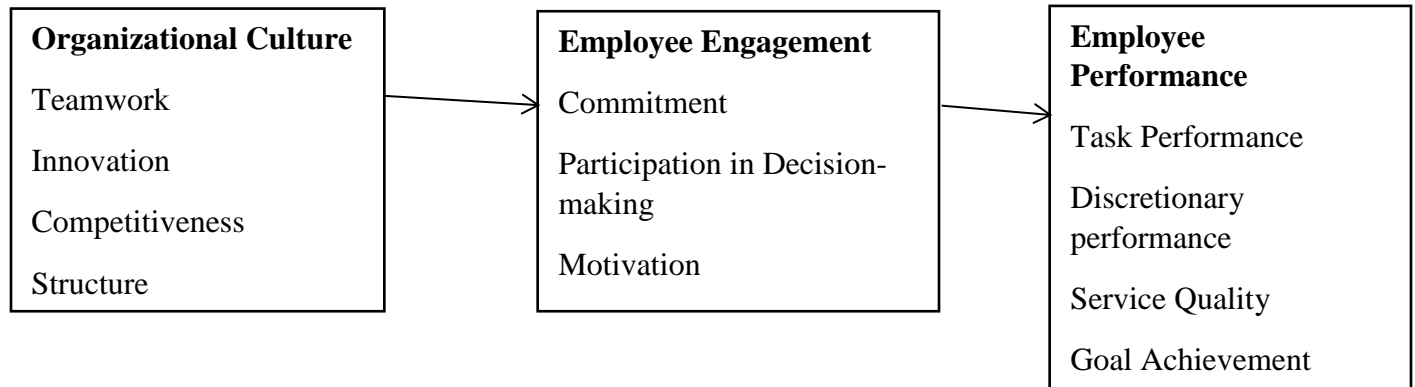
The geographical scope of the research study about Centenary Bank comprises of the area that the bank is located in, in Uganda. In the areas where Centenary Bank operates in Uganda, it has branches, ATMs as well as agents. It is based in its key branches in Kampala, at Mapeera house, Kampala road, and has almost 81 branches, and over 7400 agents in the country. This implies that the study can encompass the work views of the employees of the organization, in different branches located in the central, western, eastern and other parts of Uganda.

1.7.3 Time Scope

The research time frame of the study examining how organizational culture influences the extent of employee engagement, their performances within Centenary Bank, cuts across the time frame of 2020 to 2024. This time horizon has been selected this way to encompass the latest practices in the field of organizational culture, whereas the practices displayed by the workers following the recovery process after the pandemic opening and the very process of expansion of the bank (Bakker et al., 2023).

1.8 Conceptual Framework

The following diagrammatic expression illustrates how organizational culture affects the engagement and the performance of employees.



Adopted from Denison, D. R., & Mishra, A. K. (1995), Munshid Harun & Ngu Suk Ling (2020), and modified by the Researcher (2025)

Figure 1: Illustrates the Conceptual Framework

The research study's conceptual framework, which is the impact of Organizational Culture on Employee engagement and performance in Centenary Bank, reflects the relationships among the variables (Denison, 1990; Schein, 2010). The research study elaborates the effects of the organizational culture variable of Teamwork, Innovation, Competitiveness, and Structure on the variable of employee engagement, which is further followed by the variable of employee performance, including Task Performance, Discretionary Performance, Service Quality, and Goal Achievement based upon the motivation variable of Making (Kahn, 1990; Rich et al., 2010; Harter et al., 2002). In this model, the mediating impact of employee engagement can be used in explaining the relationship between the influence of the organizational culture on work performance (Albrecht et al., 2015). Such models also assist in the comprehension of the key cultural issues in creating an engaged and performing workforce (Denison and Mishra, 1995).

1.9 Justification of the Study

The effects of the organizational culture on employee engagement have been extensively discussed and have proved the relevance of the organizational culture in determining the behavior, motivation, and effectiveness of the working population (Schein, 2010; Denison, 1990; Saks, 2006). Majority of the earlier studies in this field have been quantifiable by nature which do not provide the depth which are required to comprehend the experience of the workers in this aspect

(Alvesson and Sveningsson, 2016). This does not allow creation of interventions in this respect. Hence, qualitative research has been identified as essential in gaining detailed information on the contribution that the organizational culture factor has made to the employee engagement and performance problem in the banking industry in Uganda (Kipkebut, 2010; Mugisha, 2019). The absence of valid research in the banking sector in Uganda in relation to other work environments (i.e., manufacturing, government and multinational corporation set-ups, as observed in the work by Zhou, Plaisent, Zheng, and Bernard, 2014 and Kasekende, 2017, among others) has also been a factor of importance viewed in this aspect. The workers of this bank are given financial and non-financial rewards to increase the rates of their commitment (Armstrong and Taylor, 2014), still, the indicators of insignificant commitment can be observed. These are absenteeism, no speed in service delivery, and reduced customer service, and the high cost of conduct of business (Harter et al., 2002; Richard et al., 2009). These may be the threats to the sustainability of the bank. Thus, the study will result in an insight of how the organizational culture influences the degree of employee engagement and performance in Centenary Bank (Denison, 1990; Albrecht et al., 2015).

1.10 Significance of the Study The importance of the research on the impact of organizational culture on employee engagement and performance in Centenary bank is that it will provide reasonable insights into enhancing the work environment in the bank (Schein, 2010). Through the study of the roles culture plays in motivating and affecting the performance of employees, the bank will be able to develop viable ways of enhancing engagement levels, enhancing productivity, and elevating the level of customer service (Harter et al., 2002; Saks, 2006). The study also assists the management to retain good employees and achieve organizational sales more efficiently (Denison and Mishra, 1995). Also, it contributes to the academic knowledge, as it determined the cultural aspects that have a significant impact on the employee performance in the banking industry during post-pandemic recovery and flourishing (Bakker et al., 2023). This helps in encouraging good organizational culture, which is favorable to employees, the management, and the customers (Albrecht et al., 2015).

1.10 Significance of the Study

The relevance of the study on the impact of organizational culture on employee engagement and performance in Centenary bank is that it can provide valuable information that can be used to enhance the working environment of the bank (Schein, 2010). Through this awareness of where culture affects employee motivation and performance, the bank will therefore develop sufficient

tactics of increasing engagement, productivity and enhancing customer service (Harter et al., 2002; Saks, 2006). The research also assists the management to retain capable employees and achieve organizational objectives with ease (Denison and Mishra, 1995). Moreover, it contributes to the academic body by revealing such cultural variables that influence the performance of the employees of the banking industry within the framework of a post-pandemic recovery and development (Bakker et al., 2023). This promotes the growth of good organizational culture that is favorable to employees, management and customers (Albrecht et al., 2015).

1.11 Operational Definitions

Organizational Culture: The concept of organizational culture is used to refer to the values, beliefs and practices shared by the Centenary Bank that influence the behavior and attitude of employees (Schein, 2010). It is quantified using the aspects of teamwork, innovation, competitiveness and structural clarity (Denison, 1990).

Employee Engagement; This is the psychological and emotional commitment that employees have in their job (Kahn, 1990). It is founded on Motivation, Commitment and Absorption (Schaufeli et al., 2002).

Organizational Performance: This refers to how Centenary Bank performs its strategic objectives (Richard et al., 2009). It is measured against such indicators as quality of service delivery, customer satisfaction and efficiency in operations (Harter et al., 2002). Intermediate

Variable-Psychological Climate: This is the subjective views of workers in relation to the working environment such as fairness, support, and trust (James and Jones, 1974). It is an intervening variable between organizational culture and employee engagement (Parker et al., 2003).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a literature review on related literature with the theoretical and empirical grounds of the study. It starts by the theoretical overview of one of the most important models to comprehend the impact of organizational culture on employee engagement and performance: the Denison Organizational Culture Model (Denison, 1990; Denison and Mishra, 1995). This is followed by organizing the literature depending on the study objectives: What are the different ways that facets of organizational culture foster employee engagement? The mediation role of employee engagement between the organizational culture and performance (Albrecht et al., 2015).

2.2 Theoretical Review

Denison Organizational Culture Model is one of the most popular models as it is applied in the evaluation of the effect of internal cultural attributes on the behavior of employees, the success of organizations and the level of job engagement (Denison, 1990; Denison and Mishra, 1995). Denison (1990) introduced the theory after which Denison and Mishra (1995) developed it. The model has four different dimensions that consist of Mission, Adaptability, Consistency and Involvement, which determine the various organizational environments that influence employee performance (Denison and Mishra, 1995). The Mission dimension is characterized by organizations that have clear objectives through the strategy and addlong-term vision. Denison and Neale (1996) explain that employees with knowledge in their mission and relationship between their mission and organizational goals will be more motivated and committed. Strong Mission would bring the work of individuals to organizational goals, a purpose and a direction (Denison, 1990). Highly adaptable organizations are organizations that are capable of managing external changes that arise as a result of customer demands, market changes and technological developments. According to Denison et al. (1996), it is the organizational culture that facilitates the learning and innovation process, and responsiveness that provides the staff members with an opportunity to become active players in business expansion. The tendency of encouraging malleability within the workplaces has the effect of enhancing more employee worth, an aspect that translates into increased innovation as well as employee engagement (Bakker and Demerouti, 2008). Through Consistency dimension, organizations that have steady values and systems and internal coordination systems have the ability to do this. According to the study conducted by Denison and Mishra (1995), organizational consistency establishes a harmonious structure that

results in reasonable treatment and stability of conditions, and inter-employee trust. Organizational values reinforcement at various levels in different departments and in leadership fosters predictable work environments that would result in preventing harm to the employees and improved performance and engagement (Schein, 2010). The extent of employee engagement is pegged on their mutual capacity to collaborate, availability of development prospects and their empowerment. According to Denison and Neale (1996), the trait of involvement is a cultural aspect that facilitates organizations to establish the sense of ownership and accountability and motivation by empowering the organization personnel and enabling them to acquire diverse skills. Higher roles engagement involves the inclusion of the employees in the decision-making processes along with the support of professional development according to Schaufeli et al. (2002) who conducted a study on employee engagement. Organizational culture is not some set of principles; it is a dynamical system comprised of values, beliefs, and everyday practice that shape how individuals view their work as well as relate to the objectives of their organization (Schein, 2010; Denison, 1990). The paper explores four cultural dimensions, which include teamwork, innovation, competitiveness, and structure. The dimensions derive their basis on the Competing Values Framework, developed by Cameron and Quinn (2011) which states how workplace behavior is influenced by different cultural orientations. Teamwork is a culture that is clan-based in which teamwork, support and sharing responsibility take precedence (Cameron and Quinn, 2011). Studies indicate that an environment of trust and teamwork tends to lead to innovation when workers operate in such environment. One example is that supportive team environments increase innovative performance according to Gambi, Gerolamo, and Carpinetti (2020). On the same note, West and Markiewicz (2004) posit that team cultures contribute to the enhancement of emotion ties and loyalty, which are essential elements that contribute to maintaining employee-employee engagement over the long term. An adhocracy culture connotes to innovation, which allows people to be creative, independent and willing to embrace change (Cameron and Quinn, 2011). According to Martins and Terblanche (2003), cultures that foster innovation are highly founded on the aspects of psychological safety and recognition of individual input. Mihalache and Mihalache (2022) contribute to the fact that in workplaces with innovation orientation, intellectual curiosity is aroused, and the employees become more committed in the long term. Another aspect that Kotkova Striteska and Zapletal (2020) mention is that such cultures are willing to try to encourage lifelong learning.

The competitive aspect is associated with the achievement-driven culture, a high level of positioning, and the ability to measure results (Cameron and Quinn, 2011). Hurley and Hult (1998) claimed that the performance is likely to be enhanced due to the presence of clear goals and reinforced accountability in competitive cultures. Competitiveness, according to Zhao, Lu, and Wang (2018), has an impact on the efficiency of the organization in the case of the alignment between the competitiveness and the strategic priorities and the leadership that is characterized by ethics. Yadav, Singh, and Verma (2023) also observe that equity and unbiased processes in evaluating employees are instrumental in maintaining their commitment in competitive environments. Structure is a hierarchical culture that has a focus on stability, procedures, and dependency (Cameron and Quinn, 2011). According to Denison and Mishra, an organization that develops structured cultures contributes internal consistency and predictability that enable employees to feel psychologically safe (1995, p.3). According to Brainer and Conway (2005), situations in which individuals are familiar with what is required of them and also operate in stable systems help them interact more easily and even fulfill their positions more clearly.

2.3.2 Employee Performance

Employee performance can be described as the extent to which individuals undertake their job roles, organizational goals, and exhibit behaviors that promote the overall success of an institution (Sonnentag and Frese, 2002). It incorporates what the employees are supposed to accomplish as well as additional energies that they can volunteer to contribute outside their basic work. This implies that it is not mere performance in terms of the ultimate output, but the quality, consistency, and impact of what the employees undertake in their working environment. According to Armstrong (2014), performance is a multidimensional concept, which entails productivity, goal achievement, and acts in a manner that demonstrates the main values of the organization. In service institutions such as Centenary Bank, the performance can also consist of the way that employees serve customers, adhere to the operational standards, and the way they respond to the needs of the clients (Parasuraman et al., 1988). Such factors play a critical role in financial institutions where employees deal directly with customers to encourage customer satisfaction and define the image of the bank (Richard et al., 2009). Employee performance is affected by both structural and psychological reasons. The leadership style, organization culture, and availability of resources assist in preparing the environment in which the employees are able to perform to a high level (Denison, 1990). Simultaneously, the personal involvement voiced by the sources of energy,

commitment, and strong engagement in the workplace contributes significantly to the continuation of high performance (Schaufeli et al., 2002; Bakker and Demerouti, 2008). Staff members who feel encouraged, confident, and attached to organizational objectives have a higher chance of demonstrating initiative and making a difference (Saks, 2006). Employee performance is, thus, a general term that includes formal job performance as well as the informal operations that are involved to make an organization successful. In this analysis, there are four performance indicators: task performance, discretionary behavior, goal achievement, and service quality.

2.3.2.1 Task Performance

Task performance concerns the effectiveness and efficiency with which employees accomplish the duties given to them. This involves precision, promptness, and compliance with the set standards (Sonnetag and Frese, 2002). Robbins and Judge (2023) further explain that task performance entails the overall level of work that the employees produce, as well as the quantity of work they produce.

2.3.2.2 Discretionary Behavior

Organizational citizenship behavior is commonly referred to as discretion that is done voluntarily beyond the job requirements (Organ, 1988). According to Podsakoff et al. (2000), this has been extended to cover altruism, courtesy, and civic virtue behaviors. It has been more recently discovered that employees tend to commit such practices when they are empowered and feel significant to an organization (Saks, 2006; Bakker and Demerouti, 2008).

2.3.2.3 Goal Achievement

Goal attainment is an examination of the alignment of the employee's efforts with the organization's targets. Using Goal-Setting Theory, Locke and Latham (2002) conclude that performance can be enhanced by specific objectives that are challenging and emphasize focus and incentive to work hard. Robbins and Judge (2023) consider goal achievement as one of the key performance measures since it relates to what an individual achieves with organizational success.

2.3.2.4 Service Quality

Service quality is defined as the professionalism, responsiveness, and consumer-focused actions of the employees, in particular, the one who interacts directly with clients. In their work, Parasuraman, Zeithaml, and Berry (1988) proposed the SERVQUAL model that underlines the importance of such characteristics of service quality as reliability, assurance, empathy, and responsiveness. In the Ugandan banking industry, Namala Kayongo (2015) discovered that the

satisfaction of the customer and overall performance of the institution are highly influenced by the quality of the provided service.

2.3.3 Employee Engagement

Employee engagement refers to the mental condition in which employees are dynamic, motivated, and interested in the task that they are undertaking (Schaufeli et al., 2002). It indicates the extent of emotional and mental commitment of individuals to their job and their readiness to exert discretionary effort (Kahn, 1990). Engagement is viewed as a middle variable in this study to mediate the relationship between organizational culture and employee performance (Albrecht et al., 2015). Such cultural characteristics as teamwork, innovation, competitiveness, and structure shape the circumstances within which engagement comes to develop. Employees who are supported, trusted, and oriented towards institutional values have more chances of getting involved in the work they do effectively because they perform better (Bakker and Demerouti, 2008; Saks, 2006).

2.3.3.1 Motivation

Motivation is the internal force that causes employees to act to take on work and work by working towards achieving the goal of the work. It involves intrinsic factors (self-development, self-direction, and sense of mission, purpose) and extrinsic ones (reward, recognition, and career prospects) (Ryan and Deci, 2000). The employees who are motivated in the organizations will be more likely to assume initiative and are more likely to be persistent, as well as become creative in their thoughts. According to Armstrong (2014), the motivation is highly dependent on the work environment, the style of leadership, and the perceived fairness. By welcoming participation and creativity within their organizations, staff members tend to feel empowered and valued, and this increases their motivation (Armstrong, 2014).

2.3.3.2 Commitment

Commitment is defined as the emotional and psychological commitment that is expressed by employees to their organization. It is an expression of their devotion, commitment to the values of the institution, and their readiness to stay with the organization in the long term (Meyer and Allen, 1991). A committed employee is likely to align their goals with the organization's and will be willing to provide discretionary effort. According to Briner and Conway (2005), commitment is identified as the result of establishing relational psychological contracts based on trust, fairness, and security coming to fruition. Cultures that value teamwork and being structured can tend to

enhance the aspect of commitment due to shared values and obvious expectations that employees enjoy belonging to a stable environment.

2.3.3.3 Decision-Making

Decision making refers to the choice of action amongst several alternatives that might be of action. In companies, good decision-making is anchored on proper roles, availability of the right information, and a culture that supports autonomy and accountability. It is a very necessary part of employee performance, particularly in jobs where problem-solving, initiative, and strategic thinking are needed. Armstrong (2014) points out that employees who are empowered are more engaged and own more of their work. The fact that Leadership and Decision-Making by Vroom and Yetton (1973) emphasizes the centrality of decision-making styles in conjunction with the task requirements and the corresponding extent of team involvement is also noteworthy. When employees are not only trusted but also provided with effective chances to contribute, the decision-making process turns out to be even more efficient (as well as motivating and developing professionally).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research investigation on the role of organizational culture in engaging and responding of the employees in Centenary Bank will report and outline the research design, research population, data collection measures, data analysis and interpretation measures, the validation of the research instrument, data quality management measures, research ethics, research methodology shortcomings, and the appendix.

3.2 Research Design

The research design used in this study is an embedded case study because there were several categories of employees in Centenary Bank that is, namely managerial, supervisory, and operational employees. Each of the categories was discussed separately to find out how organizational culture affects employee engagement and performance in a variety of positions (Yin, 2018). Case study design is specifically well adapted to study complex organizational phenomena as occurring in natural settings. According to Ylikoski and Zahle (2019), case study research allows consolidating evidence and explaining circumstances, and thus it is most suitable when the question of social science interest does not require generalization but rather numerous details and clarity. The design has been extensively used in fields like the organizational studies, psychology, education, and the area of the public administration (Yin, 2018). Salmons (2021) argues that a case study methodology entails demarcating the scope of the case and identifying cases where the phenomenon under investigation can be valuable. The limited case in this study is Centenary Bank, and the various employee groups are embedded units of analysis (Yin, 2018). The design was selected due to its ability to accommodate both how and why questions associated with the impact of organizational culture on employee performance without the researcher controlling the behavior of the subjects (Yin, 2018). It is also advantageous in exploring situational factors, which are thought to be part and parcel of the phenomenon being studied (USQ, 2025).

3.3 Study Population

Centenary Bank, based in Kampala, Uganda, was the location where this study was conducted. The bank has a workforce of more than 1,000 full-time employees and contractual and part-time staff that assist in different business operations (Centenary Bank, 2023). The employees will be divided into four major groups: Managerial Staff (220), Professional/Technical Staff (480),

Support Staff (200), and Field/Branch Staff (300). This study has analyzed the various types of staff to be able to find out how organizational culture affects employee engagement and performance in the bank.

3.4 Sample Size and Selection

The way to select the right sample size in qualitative research is not based on statistical generalization and turns out depending on the purpose of the research, the depth of inquiry, and the richness of data. As Vasileiou et al. (2018) underline, methodological transparency, as well as the notion of information power, facilitate adequacy, whereas, as Bekele and Agoa (2022) remark, the sample size must be justified by research aims, setting, and at what point research stops yielding new results. This research involved interviewing 36 employees of Centenary Bank Located in Kampala: 10 managerial employees, 12 professional/technical employees, 8 support employees, and 6 field/branch employees. This distribution was to be done to reach a variety of perceptions in both strategic positions and operational positions. The trends that emerged by the 28th interview, including the impact of leadership, employee participation, and flexibility, showed that saturation was achieved; four more interviews bore the same confirmation (Guest et al., 2006). A large sample was fairly necessary to get diversity in terms of different roles in the organization. As part of the interviews, I also held group discussions of 5-7 interview participants, where I invited employees depending on departments and levels, and discussed the culture of the bank collectively. These discussions using open-ended questions allowed participants to elaborate, dispute, and clarify each other's perspectives, which is an interactional aspect of group methods found by Kitzinger (1995) as central to the value of group methods. The control of these sessions entailed encouraging the less vocal people, balancing the voices of those who spoke more, and paying attention to the nonverbal communication. The fourth session also attained saturation in group discussions, and no novel collective themes emerged afterwards (Guest et al., 2006).

3.5 Sampling Techniques and Procedure

Purposive sampling was employed in this research study, enabling the researcher to sample the participants with the relevant experience as well as access to the organizational processes and an in-depth insight into the cultural dynamics examined. This method proved to be particularly useful when it came to finding individuals at various levels of the staff who would deliver in-depth and context-driven information on how the organizational culture impacts the engagement and performance of the employees. According to Etikan (2016), purposive sampling is often used in

studies with qualitative characteristics to make sure that the selected participants are experienced and capable of providing information about the issues the research aims at.

3.6 Data Collection Methods

A combination of qualitative methods was used to gather information for this study. They involved documented replies to unstructured questions via semi-structured interviews, in-person conversations, and document analysis (Creswell and Poth, 2018). Small group conversations with some of the chosen staff members were used to supplement these methods and served to deepen data and add credence to new themes (Kitzinger, 1995). The diverse sources enabled the researcher to record different viewpoints and develop a better insight into the role played by organizational culture on employee engagement and performance at Centenary Bank (Bowen, 2009).

3.6.2 Interviews

The key informants chosen were interviewed using the sample of key informants, but were restricted to managerial and professional/technical managers of Centenary Bank Kampala. The researcher interviewed 4 managerial employees and 6 professional employees, as they have the experience, can access the processes of the organization, and comprehend the cultural practices that are adopted in the bank (Turner, 2010). There were the managerial personnel who are the branch management and departmental heads; they are the ones who help with the strategic decision-making process, implementation of policies, and reinforcement of the organizational culture. The professional/technical employees included HR officers, IT workers, and relationship officers, who supply technical competence and professional support in the operations of the bank. The four categories were chosen intentionally such that both the strategic and operational areas were covered, thus enhancing the study of the organizational culture on employee engagement and performance (Etikan, 2016). The discussions were facilitated by a semi-structured interview protocol, which had some flexibility for the researcher to probe on emerging themes as the participants gave detailed insights. According to Turner (2010), in-depth interviews can be effective in qualitative research since open-ended questions, free discussions, and exploration of the thoughts of the participants are possible, which is why the method is considered particularly effective. All interviews are also audio-taped to guarantee the precision of the information, and the researcher has made field notes that helped to deepen the understanding of answers and included non-verbal expressions and contextual details (Creswell and Poth, 2018). The research ensured confidentiality through non-production of names or personal identifiers and ensured the safety of

all digital recordings and transcripts by storing the contents of the devices with passwords. According to DiCicco-Bloom and Crabtree (2006), the researcher established rapport with participants to help them develop trust and give sincere and thoughtful responses. The aim of the research was thoroughly described, informed consent was to be received, and ethical practice was to be followed during the data collection period (Resnik, 2020).

3.6.3 Document Review

The document audit showed the manner in which the organizational culture of Centenary Bank is officially communicated as well as propagated. Strategic plans focus on ethical behaviors and accountability, policies, and the employee handbook focuses on integrity, customer focus, teamwork, and innovation, thus reinforcing the interview results on the importance of a values-driven culture. The training manuals include induction, refresher training, and digital skills, and the performance appraisal forms have employee feedback and career development sections, which attest to the participation practices. The appraisal forms also involve organized systems of evaluation depending on the quantitative targets and competent ability, e.g., cooperation and flexibility, and the strategic schemes related to the performance of employees directly to the client satisfaction and competitiveness. Moreover, there are policy documents that are focused on open communication channels, including staff forums and feedback mechanisms, and leadership guidelines focus on modeling organizational values, which are in accordance with the information provided by the interviewees. Bowen (2009) notes that document analysis is a useful approach in qualitative studies because it is based on data triangulation and a search for meaning, structure, and intent in the institutional texts.

3.6.4 Group Discussion

To obtain more data and encourage common reflection, the researcher conducted group discussions with the employees, who were randomly chosen in various departments of Centenary Bank based in Kampala. These debates involved management, technical, and support personnel in order to investigate their shared experiences and their perceptions towards organizational culture, employee engagement, and performance (Kitzinger, 1995). The number of participants was between 3 and 5 in each group, with the participants being selected according to their roles, experience, and the desire to share. The debates were carried out by a loose structure created within the scope of open-ended questions, which allowed participants to express their opinions freely and expand upon each other. It was particularly useful in formulating general themes, comparing

perspectives, and discovering cultural processes that may be obscured in the case of individual interviews (Morgan, 1997). Kitzinger (1995) argues that group discussions as a qualitative research method are useful in generating dense information through the interaction process since all the participants can clarify and refute concepts in a conducive environment. Field notes were taken and audio-taped the sessions with participants having given informed consent, and non-verbal and group dynamics (Creswell and Poth, 2018). All confidentiality was ensured, and participants were assured that they should maintain their real identities as confidential.

3.7 Data Collection Instruments

An interview guide, document checklists, and a focus group discussion guide are the tools used by the researcher in gathering data for the research study.

3.8 Validity and Reliability

The researcher also handled the measures to enhance both validity and reliability to enhance the credibility of the study (Lincoln and Guba, 1985). The design of the interview and focus group discussion guides integrated all variables and dimensions that were mentioned in the study objectives. During data collection, the tools were obtained and revised under the supervision of the academic supervisors, who ensured that the questions were clear and relevant and in line with the purpose of the study. Research assistants were also engaged to aid the process of data collection, mainly in the case of interviewing support and clerical employees. The strategy was employed to minimize the frustrations caused by hierarchical disparities between the researcher and the respondents and encourage free and sincere answers. The assistants were trained to enhance consistency in the administration of the instruments and also assisted with the reliability of the data collected in general (Creswell and Poth, 2018).

3.9 Data Sources

To collect the information that was used in the study, the researcher employed the primary and secondary sources. Primary data will be used to refer to information that will come as first-hand information collected directly through the participants in the study, through interviews, focus group discussion and analyses of documents within the Centenary Bank. These approaches allowed the researcher to gather experience and background information of the employees on matters of organizational culture, engagement, and performance (Kumar, 2019). The term secondary data is used to refer to the information that has already been compiled by other researchers, organizations, or newspapers. This involved going through organizational policy,

strategic reports, scholarly literature, newspapers, and valid online publications to support and complement the research (O'Leary, 2017). The combination of the two sources of data guaranteed that the research problem was thoroughly and well-rounded.

3.11 Data Processing, Presentation, and Analysis

3.11.1 Data Processing

Once all the data had been collected, the researcher had to go through to verify its completeness and accuracy, consistency, and clarity (Creswell and Poth, 2018). Any missing data or objectives that may have been created by the wording of the interview and focus groups were verified to remove any errors and possible mistakes by data recording procedures or omission. The audio recording was then transcribed to written form so that the researcher could analyze what was recorded extensively. All the reactions were coded by giving the participants identifiers to the views expressed by the participants, and it would subsequently help in categorizing all the data and discovering specific patterns (Saldana, 2021). It is through this process that the researcher was able to classify the information based on various themes, based on the objectives of the study.

3.11.2 Data Analysis

Once the data was gathered, the researcher revised it in terms of completeness, accuracy, and persuasiveness. Every answer in the interviews and focus group talks was verified to remove any mistakes on the recording. Transcription of audio tapes was done in written form, and there was coding of data, meaning that similar responses were assigned identifiers in order to organize and understand information (Saldana, 2021). The coding process facilitated the researcher grouping the views according to the applicable themes in accordance with the research objectives and prepared the data to be analyzed.

3.11.3 Data Presentation

On processing and analyzing the data, the researcher displayed the data in the form of a report. The research was analyzed, conclusions were made, and recommendations regarding the need to conduct additional studies were given in accordance with the general research presentation practices (Saunders et al., 2019).

3.12 Ethical Considerations

The researcher adhered to ethical requirements during the research to safeguard the rights and dignity of all the subjects (Resnik, 2020). Before the gathering of data, Uganda Christian University and Centenary Bank provided formal consent. They were told that they were

participating in the study voluntarily and that the study was conducted. Each respondent gave informed consent and was told that their confidentiality and anonymity would be guaranteed (Creswell & Creswell, 2018). No personal identifiers were also present in the final report, and the data was stored safely. The researcher also made sure that the participation was not disruptive to the work schedules of respondents or exposed them to any risk or inconvenience (Saunders et al., 2019).

3.13 Limitations of the Study

Despite the fact that the study was well-designed and carried out, certain limitations were experienced. The study was conducted in a single branch of Centenary Bank, which might not necessarily apply to the other branches or financial institutions (Creswell and Creswell, 2018). Other interviewees were unavailable at the predetermined interviews, and there was a need to reschedule and replace some of them. The depth of the document review was also influenced by a lack of time and the inability to access some internal documents (Saunders et al., 2019). Irrespective of these, the researcher made efforts to make sure that the data gathered was adequate, competent, and applicable in relation to the objectives of the research.

CHAPTER FOUR PRESENTATION, ANALYSIS, AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter gives an insight and explanation of the research findings. The study targets the investigation of the effect of organizational culture on organizational employee engagement and performance of Centenary Bank, Kampala (Schein, 2010; Denison, 1990). The chapter is partitioned into three sections. The first segment summarizes the background features of the respondents, such as their demographic features and professions. The second part provides an extensive discussion of the results concerning the main points of the organizational culture and their association with employee engagement and performance in the bank (Schaufeli et al., 2002; Saks, 2006). The third part offers the interpretation of the findings concerning the study objectives and the existing literature (Creswell & Creswell, 2018). The results were collected based on answers collected by way of interviews, focus group discussions, and reading of documents within Centenary Bank (Bowen, 2009; Kitzinger, 1995).

4.1 Response Rate

Saunders, Lewis, and Thornhill (2019) note that reporting of the response rate is of importance in showing the credibility and reliability of a study. Response rate is used to show the fraction of students who actually participated in the research out of the number of students who were originally planned to take part. It serves as a significant indicator of the quality and reliability of the data gathered (Bryman, 2016). The following table (1) illustrates the response rate of the study, which was done through interviews, focus groups, and document review conducted in Centenary Bank.

The table (1) below shows the response rate for this study, based on interviews, focus group discussions, and document reviews conducted at Centenary Bank.

Table 1. Response Rate

S/N	Category	Description of Sample	Intended Sample	Useable Respondents	Methods of Data Collection	Response Rate (%)
1	Management Staff	Heads of Departments and Supervisors	6	6	Interviews	100%
2	Support staff	Clerical and Administrative Staff	11	11	Focused Group Discussion	100%
3	Frontline Employees	Customer-Facing Staff (e.g., tellers)	10	10	Focused Group Discussion	100%
4	Groups	Casual Workers Security Guards Cleaners	9	7	Focused Group Discussion	78%

The table shows that the response rate for interviews and two focus group discussions involving support and frontline staff was 100%, indicating full participation. This high level of engagement is attributed to the use of interactive data collection methods, specifically informant interviews and focus group discussions, which allowed the researcher to stay in direct contact with participants and manage the process effectively. However, the response rate for one focus group discussion with group staff was 78%, as two participants dropped out at the start, citing discomfort with the

questions. Despite this, the overall response rate remained high, supporting the credibility and reliability of the study findings.

4.2 Background Information on the Respondents

The section will provide background information on the respondents, in terms of their type of employment and the number of years with Centenary Bank. This information was important to understand since the respondents were likely capable of offering meaningful insights on the organizational culture, employee engagement, and performance due to their experience in the institution (Creswell & Poth, 2018). This background was also utilized in the succeeding chapter in comparison of perspectives of different groups of employees, as well as to strengthen the interpretation of results. The duration of their service at Centenary Bank was more than five years, and this meant that the respondents were fully familiar with the operations of the bank and could provide informed opinions on the issues that were under study. Participants were interviewed, and two focus group discussions were taped with their permission on a digital recorder with an accompaniment of field notes to facilitate the capture of non-verbal responses and other contextual information (DiCicco-Bloom and Crabtree, 2006). Tapes were typed days after every session to maintain accuracy and detail (Kumar, 2019). Nonetheless, audio recordings could not be made in one of the focus groups that included staff members since they did not consider audio recording comfortable; in this scenario, the researcher used detailed field notes only (O'Leary, 2017). The interviews and focus group discussions were conducted at a convenient time, depending on both the availability of respondents and the researcher (Saunders et al., 2019). All data collection measures were undertaken in the months of September and October 2025.

4.2.1 Interview Protocol and Focus Group Discussion Guide

The interview and focus group guides began with a brief explanation introducing the aim of the study, ensuring the participants of the study that the information they provide is confidential, and informing the participants about their rights and possible risks of the research, as well as telling them the schedule for disposing of the data (Kumar, 2019). All the participants were made to feel educated and at ease with this introduction, which was read before the session. The researcher also advised participants to pose questions and seek clarification before the commencement of discussions. The structured format was used to ask most of the questions as they were in the guides. But another probing technique employed by the researcher was the use of the "why" or tell me more techniques to elicit deeper thinking and more detailed responses (Turner, 2010).

4.2.2 Research Question

Two major research questions guided the study:

- I) How does organizational culture influence employee engagement at Centenary Bank, Kampala?
- II) How does organizational culture affect employee performance at Centenary Bank, Kampala?

4.3 Research Results

The research themes emerged from the conceptual framework and were organized around the study's objectives and research questions (Braun & Clarke, 2006). Three major themes were identified:

1. Organizational Culture at Centenary Bank, which was further divided into the following sub-themes:
 - Teamwork
 - Innovation
 - Competitiveness
 - Organizational Structure
2. Employee Engagement, which was further divided into the following sub-themes:
 - Commitment to Work
 - Participation in Decision-Making
 - Motivation and Morale
3. Employee Performance, which was further divided into the following sub-themes:
 - Task Performance
 - Discretionary Performance
 - Service Quality
 - Goal Achievement

The first theme addressed the first research question: How does organizational culture influence employee engagement at Centenary Bank, Kampala? The second theme responded to the second research question: How does organizational culture affect employee performance at Centenary Bank, Kampala? The third theme evaluated the current state of employee performance and engagement within the bank, providing a basis for understanding how cultural practices impact staff outcomes (Denison, 1990; Schaufeli et al., 2002).

4.3.1 Employee Engagement at Centenary Bank

The engagement of employees at Centenary Bank was investigated using interviews, focus group discussions, and reviewing documents. The measure of engagement was considered as the emotional commitment of employees, involvement in the activities of the organization, and desire to perform their jobs beyond the formal duties (Kahn, 1990; Schaufeli et al., 2002). The findings revealed varying levels of involvement of the employees depending on departments: a few employees were well-involved, others were apparently not engaged or negligent in the organizational processes. Engaged employees are employees who take an active part in meetings and offer an idea, and are also active in taking initiative in their roles (Saks, 2006). It was, however, noted that even when the meetings are mandatory, some staff members avoid attending them. One respondent noted: *We are provided jobs, and every individual knows that there are people who come and seek jobs, and they get jobs, but once given the job, they expect to be coerced into doing the work that is to be done. You maintain meetings, which do not make them appear; people do not communicate.* (Bank Respondent 004). The next element of the engagement is the feeling of pride and belongingness to the bank by employees (Meyer and Allen, 1991). Whereas certain employees were proud to say that they were loyal and expressed their eagerness, others were reluctant to identify themselves with the organization. One participant shared: *I have a colleague with whom we attended performance training, and I introduced myself, and he responded that he was a practitioner. This surprised me since he did not wish to have any attachment to Centenary.* (Bank Respondent 005). The engagement levels were influenced by work flexibility and external commitment as well (Armstrong and Taylor, 2014). Other institutions absorbed some of the staff on part-time employment, and this had an impact on their availability and concentration. As one of the interviewees said: *Majority of the staff are employed part-time in other banks or other jobs that help them earn an income... sometimes you can even influence the distribution of teaching time.* (Bank Interviewee 008). Also, there were other employees who appeared to be doing their job at Centenary Bank as a mere work base and practicing other irrelevant responsibilities, including writing grants on behalf of other organizations. One of the respondents has pointed out: *"There are those who have come here because they have an address to attend to their other business.* (Bank Respondent 006). There were certain instances where the motivating factor to remain in the bank was not professional and instead based on personal situations. One of the members of the managerial staff said: *What has held me down is pregnancy; the baby is only 3 years old, so I now must be considering leaving.* Simultaneously, the company's management

overlooks organizational behavior and human resource aspects during employee training. At the same time, when it comes to training employees, the management of the company does not consider the aspects of organizational behavior and human resources. On the whole, these results indicate a complex relationship between the organizational culture, leadership practices, personal objectives, and external opportunities and employee engagement in Centenary Bank (Bakker and Demerouti, 2008). The different rates of participation underline the necessity to use specific strategies to enhance the involvement, pride, and motivation of the staff.

4.3.1.1 Commitment to Work

The willingness to work in Centenary Bank was studied in the form of the willingness of the individuals to perform their duties, involve themselves in the organizational operations, and identify themselves with their assigned roles (Meyer and Allen 1991). The findings were both encouraging and disturbing, with some employees showing an exemplary case of being dedicated and consistent, and others showing disengagement and a lack of involvement in the major processes in the organization (Saks, 2006). The committed employees were said to be punctual, responsive, and proactive; they attended meetings, were supportive of team initiatives, and did not back track on the tasks they were assigned. It was, however, realized that some staff would require constant reminders in order to accomplish tasks that were stipulated in their job descriptions. When asked, one interviewee said: *We are given jobs, and every individual knows that there are people who come and look and get jobs, and when they get it, it is like they want to be forced to do what they are expected to do.* This sense of lethargy was particularly perplexed with regard to other employees missing meetings, or even making the least effort in their engagements, such as towards the presentations, which revealed a lack of discrepancy between formal employment and actual organizational interests (Kahn, 1990). Conversely, dedicated workers were proud to work and were also able to maintain a good schedule and make significant contributions to the operations of the bank. However, the fact that there were cases of part-time employment and other external obligations to the full-time employees created some concern in regard to divided concentration and lower accountability (Armstrong and Taylor, 2014). The participants, as one of them suggested: *You need to do nothing but program yourself... There are times, even, when you can lobby during the distribution of teaching time.* On the whole, these results imply that both individual motivation and organizational culture determine the work commitment in the Centenary Bank (Denison, 1990). Implementation of better accountability systems, rewarding employees

where efforts are put in, and making a meaningful contribution are possible in enhancing commitment among all departments (Herzberg, 1966).

4.3.1.2 Participation in Decision Making

Employee involvement in making decisions is an important aspect of the employee engagement practice, which illustrates the extent to which employees feel to be participating in the process of determining the direction of the organization and its functioning (Vroom and Yetton, 1973). This was one of the themes that were evident in the interview and focus group discussions at Centenary Bank, as staff members gave varied experiences regarding their involvement in decision-making. In response, a good number of the employees, particularly employees in non-managerial positions, felt excluded or did not get involved until decisions were made on matters that concerned their work. This absence of consultation was considered an impediment to participation and proprietorship (Kahn, 1990). According to one of the interviewees, sometimes they are taken and made, decisions that are made are not consulted with us. *You simply need to execute what has already been decided.* (Bank Interviewee 007) This was the opinion of another respondent, who said that even when feedback was requested, it was rarely heeded: Every time they want to seek our opinion, they do it out of mere formality. *The judgments have already been made. Yea, just check the box and move on* (Support Staff Respondent 005) was enough to make some employees feel that they do not identify with the company objectives and have no incentive to do anything more than their job description (Saks, 2006). The absence of participatory systems was perceived as a lost opportunity to access knowledge of the staff and create a culture of collective responsibility (Robbins and Judge, 2017). Yet there were also some positive experiences. Employees felt important and involved in departments where their managers promoted open discussion and planning through teams. One employee observed: *“In our unit, we sit together and negotiate on anything before it is done. It makes one feel that anything they say keeps them interested* (Managerial Staff Interviewee 006). The results also revealed that leadership style is an influencing factor in participation (Bass, 2004). Inclusive leadership, listening, consulting, and action-based managers are perceived as more effective in trust and engagement development because they respond to the input of the staff. Conversely, the issue of alienation and low morale was associated with authoritarian or unconcerned leadership (Robbins and Judge, 2017). Nonetheless, not all employees were pessimistic about the possibility of participating in the future; only that more effective structures and the support of leaders might result in their improvement.

They emphasized that consultative meetings should be frequent, feedback and communication channels must be clear, and work towards decision-making. In conclusion, decision-making involvement in Centenary Bank varies in different units, but it is one of the major variables in employee engagement (Kahn, 1990). The implications of the findings can be of the view that motivation, trust, and loyalty in the organization can be increased significantly through the promotion of inclusion practices and employee input (Bakker and Demerouti, 2008).

4.3.1.3 Motivation and Morale

Centenary Bank needs to understand motivation and morale as the key factors of employee engagement (Maslow, 1943; Herzberg, 1966). Motivation relates to the internal and external things that encourage employees to work, whereas morale is the overall emotional atmosphere and contentment at the workplace. Employees were interviewed and discussed the focus group experiences in the context of motivating and morale-based work performance contingent upon recognition, style of leadership, balance of work, and organization culture (Hackman and Oldham, 1976). Most of the employees indicated that their motivation was strongly linked to the recognition of their efforts (Herzberg, 1966). Those employees who received positive responses from the supervisors and their colleagues said that they were more enthusiastic and committed. One interviewee explained: *It is possible to work hard; however, when no one pays attention or admires you, you begin to think it is pointless. It is at that point that individuals get bored.* (Bank Interviewee 003) The absence of appreciation was particularly depressing to employees who always went out of line with their assigned roles (Organ, 1988). Others felt that their efforts were not appreciated, particularly those departments where performance was not identified unless at an annual review. Professional development opportunities also contributed greatly to motivation (Armstrong, 2014). The employees who had a possibility to get training, mentoring, or definite Promotion possibilities felt revived and positive regarding their further work in the bank. One participant shared: *People are motivated when they have an opportunity to be trained or grow. However, it is difficult to remain enthusiastic when you are forced to hover over the same job for years* (Bank Interviewee 009). On the other hand, staff members who did not have much of a promotion or who did not feel that they were doing much in their jobs developed frustration and a lack of engagement (Saks, 2006). This was particularly so in support staff, where they believed they were not even considered in the strategic planning and growth process. Interpersonal relationships and the working environment were also factors that affected morale (West and

Markiewicz, 2004). Units that had supportive supervisors, free communication, and high team unity had higher morale. Conversely, the feelings of isolation and emotional exhaustion were reported among workers with an authoritarian style of leadership or working in siloed environments (Robbins and Judge, 2017). One staff member reflected: *At times, you would not even know what is expected of you. You simply continue to do what you deem to be the right thing, and nobody complains. It is time-consuming.* (Support Staff Respondent 006) However, other employees persevered through personal values like skills to service or religious belief or to serve as a duty to the client (Kahn, 1990). These extrinsic motivators served to ensure morale even where recognition was not forthcoming. Overall, recognition, leadership, growth opportunities, and workplace relationships intertwine and determine the motivation and morale in Centenary Bank (Bakker and Demerouti, 2008). Feedback provision, workplace fairness, and investing in personnel development can also enhance engagement and reduce burnout throughout the organization.

4.3.2 The Influence of Organizational Culture on Employee Engagement

4.3.2.1 Teamwork

Centenary Bank also investigated teamwork as a key aspect of organizational culture, which represented the ability of employees to work as a team towards a common objective (Cameron and Quinn, 2011). The results indicated that teamwork had a major influence on determining employee engagement and performance. Employees in departments where cooperation was promoted have indicated that they tend to have more trust, cooperation, and support (West and Markiewicz, 2004). One of the interviewees said: *Working together is far easier and no pressure on a single person* (Bank Interviewee 002). This group feeling of ownership increased the morale and enhanced commitment to the organization's goal (Kahn, 1990). The results were, however, also found to be inconsistent across departments. At certain units, the employees worked in silos, which restricted the exchange of knowledge and solving problems collectively (Robbins and Judge, 2017). This disunity lowers efficiency and was, at times, a source of duplication of work. One of the participants commented: *each one will be preoccupied with his or her desk. Unless you seek assistance, nobody is watching over you* (Support Staff Respondent 004). The leadership style became a significant determinant of teamwork (Bass and Avolio, 2004). This made managers who ensured that open communication and inclusiveness were encouraged to create a stronger team spirit, and managers who ensured their hierarchy was tougher discouraged collaboration unintentionally (Mintzberg, 1983). Comprehensively, teamworking in Centenary Bank impacted

employee engagement remarkably, where teamwork cultures enhanced increased productivity and job satisfaction (Bakker and Demerouti, 2008).

4.3.2.2 Innovation

The issue of innovation was also discussed as a cultural dimension that represents receptiveness to new concepts, innovation, and flexibility among Centenary Bank (Martins and Terblanche, 2003). The workers also admitted that the bank tried to revolutionize systems and implement solutions via digital means, which improved service delivery and efficiency in working (Mihalache and Mihalache, 2022). One subject said: *In technology, we have served customers better, particularly in waiting time can be reduced.* (Bank Interviewee 008) Nevertheless, these developments made certain employees feel that innovation was a top-down process, and the input of the lower-level staff was minimal (Schein, 2010). This decreased the feeling of ownership of the process of an innovation among employees, and in certain instances, it influenced engagement (Saks, 2006). One respondent added the following: *respondents are introduced to changes fast, sometimes without consultation or preparation* (Support Staff Respondent 003). The results imply that structural innovation is possible, whereas participatory innovation is still minimal. Studies have shown that companies that promote employee-initiated innovation achieve increased involvement and better performance results (Hurley and Hult, 1998). Thus, the development of the culture of ideas and experimentation among employees might help to increase the morale and competitiveness of the organization (Denison and Mishra, 1995).

4.3.2.3 Competitiveness

The competitive situations within Centenary Bank have been studied using the performance targets, productivity expectations, and the service excellence standards (Denison, 1990). It was realized by the employees that the banking industry is one of the most competitive areas that demand efficiency, accuracy, and responses to customers (Richard et al., 2009). As one interviewee remarked, *we are always reminded of the fact that there is a choice of customers. We have to do better than other banks do* (Bank Interviewee 005). Even though moderate competition encouraged certain employees to enhance their production as well as achieve their objective, the pressure at times led to stress and burnout (Bakker and Demerouti, 2008). Employees working in positions with high demand complained about the unrealistic expectations and strict deadlines. According to one interviewee: *Goals are essential, and they seem daunting at times.* (Support Staff Respondent 002) Goal recognition systems and clarity on goals were also linked with healthy

competitiveness (Locke and Latham, 2002). Nevertheless, competition as an element outshone teamwork, diminishing collaboration and deteriorating morale when in the absence of teamwork (Robbins and Judge, 2017). The results, thus, show that competitiveness needs to be balanced with support systems to ensure that engagement and sustainable performance are achieved.

4.3.2.4 Structure

The Centenary Bank structure was examined in terms of hierarchy, reporting lines, and clarity of the roles (Mintzberg, 1983). There was a certain understanding among employees that the bank is organized, and it is a factor that can keep the organization in order and hold employees accountable (Robbins and Judge, 2017). Good job descriptions and laid-down procedures were used as the guidelines and minimized ambiguity in performing tasks (Hackman and Oldham, 1976). Not all respondents, however, responded that strict bureaucracy slackened the decision-making process and restricted flexibility (Schein, 2010). According to one of the interviewees, *the process is sometimes too long before approvals can be made since all things have to cross different levels.* (Bank Interviewee 004) However, structure enhances stability and control; excessively formalized structure can inhibit creativity and responsiveness (Denison and Mishra 1995). The results will indicate that a balanced form, one that holds accountability but promotes autonomy, will be more favorable to the engagement and performance among the employees (Kahn, 1990).

4.3.3 The Influence of Organizational Culture on Employee Performance

The role of Organizational culture in the performance of the employees. The task performance, discretionary performance, service quality, and goal accomplishment were used in analyzing employee performance at Centenary Bank (Campbell, 1990). The result showed that the outcome of performance was highly related to organizational culture and the degree of engagement (Richard et al., 2009).

4.3.3.1 Task Performance

Task performance is the ability of employees to undertake the main duties assigned to them in terms of quality, punctuality, and reliability in the delivery of anticipated products. It is an essential part of the general performance of the employees, and it is influenced by personal competence as well as organizational conditions. Campbell (1990) determined that role clarity, availability of resources, and institutional support systems affect task performance. Moreover, the organizational culture is the key to determining the ways in which employees receive and perform any given task (Robbins and Judge, 2017). At Centenary Bank, employees had a wide range of experience in

terms of capacity to execute their responsibilities well within the cultural setup of the bank. In an organization with well-established roles, expectations established, and supervisors continually supportive, employees gave reports that they were highly efficient and had confidence conditions related to improved performance results (Armstrong, 2014). One interviewee noted: *Good things come easy when you are aware of what is anticipated, and you have the resources. You are confident and focused* (Bank Interviewee 002). Assistive personnel have stressed the need to have cooperation and coordination to preserve continuity in the workflow, which is a decoration of studies that indicate that teamwork is a factor of professional competence (Katzenbach and Smith, 1993). *We assist each other to complete tasks. In that regard, even in a situation where one is absent, everything does not grind to a halt.* (Support staff Respondent 004) On the other hand, employees working in areas with poor communication or where the level of supervision was inconsistent had to say that they were too confused, there was little feedback, and few bottlenecks in the procedure that, in fact, are known to lower the effectiveness of performance (Robbins and Judge, 2017). It happens that sometimes you are performing your best, but you are not getting feedback. *You are not aware of whether you are doing the right or wrong thing to do it.* (Administrative Staff Interviewee 005)

4.3.3.2 Discretionary Performance

Discretionary performance is performance that is voluntary and is not required by the job, e.g., assisting and mentoring other employees or acting proactively. The practices are consistent with the idea of Organizational Citizenship Behavior (OCB) as introduced by Organ (1988). The culture of the workplace, trust, and perceived fairness have a strong effect on OCB (Robbins and Judge, 2017). In Centenary Bank, discretionary performance was based on how much the employees were empowered and in line with the institutional values. In welcoming and valuing cultures, employees often performed the additional duties that are often part and parcel of what the research determined to be extra-role behaviors, even though this was against their official job roles. *Sometimes I get my work done early and assist people. Nobody instructs me to do it, but I think it is right.* (Bank Interviewee 007) *We are not instructed to do everything, but when one is involved, intervene. That's how things move.*" (Support Staff Respondent 003) But when workers perceived that they were undervalued or micromanaged, the discretionary effort went down. One of the inhibitors of voluntary performance is known to be a lack of recognition. You get overtime work, but nobody pays. After a while, you stop trying. You just do what's required." The firm support from the school

administration frequently encouraged new hires to proceed with their work voluntarily and devoid of guilt. The feeling of a close bond shared with the school administration gelled into place on a regular basis, influencing the new hires to sustain the work that they undertook without any feeling of guilt. The results have confirmed that cultural aspects, like trust, autonomy, and recognition, have a close relation with discretionary performance. The role of leadership once again appeared as a critical factor since it enabled managers create circumstances that enable extra-role behavior to thrive (Northouse, 2019).

4.3.3.3 Service Quality

Service quality describes the extent to which customer-facing employees respond, are reliable, and empathetic, as well as professional in their ability to meet customer expectations or even surpass them. Parasuraman, Zeithaml, and Berry (1988) have suggested that the competence of employees is not the sole determinant of service quality, but organizational systems and culture also determine service quality. The quality of service at the Centenary Bank was very much connected with teamwork, leadership culture, and customer-oriented values. Employees in collaborative departments stated that their service delivery was easier, and turnaround was faster, which is in line with other studies that associate service climate with customers with internal services (Robbins and Judge, 2017). One of the interviewees said: *When we collaborate, and we can support each other, the customer notices it. They receive more and faster service.* (Bank Interviewee 006) Support personnel were focused on logic and coherence: *We are aware of what to do and whom to talk to. That is why it is easy to attend to clients immediately.* Even in cases of (Support Staff Respondent 002), strict hierarchy and lack of coordination undermined the quality of that service, resulting in customer dissatisfaction and delays, which reflect the theory of quality in service (Parasuraman et al., 1988). At times, clients wait longer since we are not aware of who is working on what. It reflects badly on us." One can even propose that cultivating a role model is challenging and time-intensive because it requires accomplishing significantly more than expected within an organizational environment. It is even possible to suggest that the development of a role model is hard and time-consuming, as it presupposes achieving much more than what is expected in a workplace setting. Leadership once again took center stage. It boosted service delivery when the managers depicted professionalism and internalized service standards (Northouse, 2019). Staff who upheld the values of the bank, like integrity and customer care, were more committed to excellence as a cultural performance relationship, as highlighted by Schein (2010). To sum up,

organizational culture is a critical factor that determines the quality of services in the Centenary Bank. A supportive, customer-centered, and collaborative culture boosts the delivery of services, whereas centralized or ambiguous systems harm the same.

CHAPTER 5

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter provides the summary and conclusions of the study, recommendations on how organizational culture determines the engagement and performance of employees within the Centenary Bank in Kampala (Schein, 2010; Denison, 1990). In accordance with the study aims and objectives, it summarizes the essence of major results of the paper on the effect of teamwork, innovation, competitiveness, an organization structure on employee's commitment, and motivation, as well as, their engagement in organizational decision-making and their overall task performance, discretionary efforts, service quality, and goal achievement (Bakker and Demerouti, 2008; Rich et al., 2010). These findings are summarized into conclusions that indicate the theoretical and practical implications of the conclusion, which fall into the broader discussion on organizational culture and employee performance in financial institutions (Cameron and Quinn, 2011). Lastly, the chapter proposes practical condition recommendations to Centenary Bank and the Ugandan banking industry in general in terms of enhancing organizational culture and enhancing engagement and performance, as well as the desirable areas of future studies.

5.1 Summary of Major Findings

The research presented the effects of the organizational culture on employee engagement and performance at Centenary Bank. It had four research objectives, among which were studying how organizational culture influences the degree of employee engagement in the bank, evaluating the role of employee engagement on employee performance, and researching the intersection of organizational culture and employee performance when employee engagement was used as a mediator (Albrecht et al., 2015). The research was based on three research questions and objectives.

5.1.1 How Organizational Culture affects the level of Employee Engagement within the Bank

The results revealed that there are some aspects of organizational culture in Centenary Bank that improved or reduced employee engagement (Schein, 2010). More precisely, the feeling of participation among the employees appeared to be suppressed by the loopholes in the communication, recognition, and feedback systems, which may be a reason why the participation was low in certain departments (Saks, 2006). In the meantime, such positive culture characteristics as teamwork, innovation, competition, and structure were always identified as the factors that contribute to the engagement (Denison, 1990). The following has provided outline of each

component as it applies to the study objective of identifying how the organizational culture affects employee engagement at the bank.

5.1.1.1 Teamwork and Employee Engagement

The results showed that collaboration is a crucial element of the culture in Centenary Bank that has an impact on employee engagement. The workers always noted that they should always work in teams and support each other to feel a sense of ownership and motivation (Kahn, 1990). Once the spirit of collaborating was promoted among the department, employees felt integrated in the goals of the bank, and they were ready to do extra work in their jobs. A team-based culture brought about trust, enhanced communication, and created an atmosphere where employees would depend on each other in order to accomplish common objectives (Edmondson, 1999). This group spirit not only amplified participation, but also improved the service quality since workers collaborated to satisfy the customer needs. Nevertheless, research carried out also revealed that in the case of siloed practices or a lack of cooperation in trying to undermine teamwork, the levels of engagement dwindled. Workforce under such circumstances complained of isolation, lack of motivation, and dedication to organizational objectives (Robbins and Judge, 2019). These results show that teamwork is effectively an accelerator and a protective factor of engagement: when teamwork exists, it will strengthen the emotional tie of employees to the bank, whereas in its absence, teamwork will reduce the interaction of employees and their performance.

5.1.1.2 Innovation and Employee Engagement

The results revealed that innovation is one of the important cultural aspects that affect employee engagement at Centenary Bank. The employees wrote that in cases when the bank encouraged creativity and openness to new ideas, they felt more accepted and inspired to do more than just their go-round tasks (Amabile and Pratt, 2016). The culture that embraced innovation made the staff feel that they owned the organization because they could watch their ideas influence the processes, products, or improvements in customer services. This sense of affiliation enhanced their emotional attachment to the organization as well as their desire to work extra hard (Bakker and Demerouti, 2008). Dynamism also promoted flexibility, where employees got more engaged in problem-solving and continuous enhancement. When the managers recognized and rewarded innovative work, the level of engagement went up tremendously since the employees felt that their efforts were valuable and appreciated (Saks, 2006). Conversely, the research revealed that engagement was reduced due to low chances of being creative or resistant to change. Employees

were disengaged because their ideas would go unheard or could not be implemented because of rigorous procedures (Cameron and Quinn, 2011). That means that innovation is a driving force, making this process: once it is encouraged, it makes employees enthusiastic and highly committed, yet once overlooked, it lowers their motivation and interest.

5.1.1.2 Competitiveness and Employee Engagement

The results indicated that employee engagement has two impacts because of competitiveness at Centenary Bank. Contrarily, there are positive aspects of healthy competition that encourage employees to seek excellence, increase the quality of services, and be proud of achieving individual and team goals (Locke and Latham, 2002). As competition is fair and realized, employees become more motivated and energized, thereby enhancing their participation towards the objectives of the bank (Robbins and Judge, 2019). The sense of achievement and responsibility was also stimulated by competitiveness, as employees wanted to achieve a level of performance goals and demonstrate their ability. Such an issue led to the development of opportunities and innovation that enhanced the emotional commitment of employees towards their work. The research, however, also indicated that an incompetence in the management of competitiveness can also be a source of stress and disengagement (Bakker and Demerouti, 2008). High expectations of being better than colleagues or views on favoritism in the system of rewards hurt trust and lower motivation. Under these circumstances, the employees become less attached to the organization and have a deeper concern for their survival rather than based on overall success. These results show that competitiveness may be a very motivating factor, but at the same time, may undermine commitment when nurtured in an encouraging and open culture; this leads to high engagement.

5.1.1.3 Structure and Employee Engagement

The results showed that Centenary Bank employee engagement largely depends on the organizational structure. Clearly defined and clear structure gives the employees a sense of stability, direction, as well as confidence in their jobs (Bakker and Demerouti, 2008). The transparency of the responsibilities, report lines, and procedures gives the personnel a feeling of security, and they will focus more on their own work. Such clarity will promote responsibility and increase interest since the workers will know what is required of them and how their efforts will help in achieving the overall objectives of the organization. Meanwhile, structure was regarded as a support mechanism in cases where it contributed to coordination and sharing of resources. They included employees in systems and processes that encouraged efficiency and teamwork rather than

bottlenecks, which made the workers feel motivated. Nevertheless, the report also revealed that structures that were too strict might reduce engagement. Employees are restrained and less equipped to exploit their initiative or creativity when too many rules and procedures are followed (Kahn, 1990). This inflexibility reduces discretionary work and diminishes their emotional attachment to the bank. In general, the results indicate that organizational structure serves as a source of engagement and a possible impediment. When balanced, it can bring clarity and stability, which enhances the commitment, but when too restraining, it deprives flexibility and lowers the readiness of employees to get further than the requirements.

5.1.2 The Impact of Employee Engagement on Employee Performance

The results revealed that the levels of employee engagement have a positive and significant impact on performance at Centenary Bank (Harter et al., 2002; Rich et al., 2010). Employees who are extremely engaged have a stronger commitment to their duties, have discretion effort, and deliver quality service to customers regularly. This involvement creates a feeling of ownership and pride in their job and subsequently improves performance in their tasks, innovativeness, and sensitivity to the needs of the clients (Bakker and Demerouti, 2008). Employees who were engaged were also more collaborative and accountable, and this enhanced team performance, thereby enhancing competitiveness in the financial industry. The fact that they would go beyond minimum requirements facilitated consistency and reliance in service delivery, which further improved the image of the bank and client satisfaction (Harter et al., 2002). On the other hand, a low level of engagement was associated with a lower level of motivation, absenteeism, and lower performance outcomes. The staff members who did not feel appreciated or part of the bank culture decreased chances of giving full implication to the bank, thus affecting productivity and service provision (Saks, 2006). These results suggest that engagement can be perceived as a crucial connective factor between organizational culture and performance: it enhances excellence when encouraged and cripples personal and organizational achievements when neglected.

5.1.3 The Mediating Role of Employee Engagement

The results indicated that employee engagement is an important connection between organizational culture and performance in Centenary Bank (Albrecht et al., 2015). Culture will give the base, but it is the extent of their involvement that will determine whether the cultural aspects will produce performance outcomes, because culture alone gives values, norms, and practices (Schein, 2010). In the case of high engagement of employees, there was an increase in

the strengths of culture, such as teamwork, innovation, competitiveness, as well as supportive structures, thus tasks were executed better, serving customers better, and the overall productivity improved. The transformation of cultural values into observable behaviors, including discretionary effort, cooperation, and responsiveness, which directly enhanced performance, was brought about by the engagement. Conversely, in the cases of poor engagement, even favorable cultural aspects could not have the intended outcomes. Employees who were disengaged or undermined did not entirely translate cultural practices to performance, and this gave way to service quality gaps and low organizational performance. Such results show that not only does organizational culture determine employee engagement, but it is also the channel through which the culture impacts performance.

5.2 Discussion of Results

In this sub-section, the findings of the study have been discussed in detail and compared with the literature reviewed in Chapter Two. This analysis demonstrated that not all aspects of the organizational culture at Centenary Bank were always upheld, which could be one of the factors underpinning the reduced rate of employee engagement in some of the departments. Despite good initiatives by the management to establish and maintain a favorable organizational climate, the study has determined missing aspects of trust, communication, and recognition that undermine the emotional attachment that employees have to the bank.

5.2.1 How Organizational Culture Affects Employee Engagement within the Bank

In this subsection, the findings of the study are discussed in detail and compared with the literature reviewed in Chapter Two. Analysis shows that organizational culture in Centenary Bank has a huge influence on the level of engagement among the employees. Culture was also established as a facilitating and a limiting factor, and this hinges on the perception of the employees about its elements.

5.2.1.1 Teamwork and Employee Engagement

The results revealed that collaboration is one of the major cultural aspects that determine employee engagement in Centenary Bank. Employees said that teamwork provided a sense of belonging and made them feel a part of something larger than their respective jobs. With the open cooperation between departments, employees felt empowered and encouraged, and that empowerment resulted in a greater desire to adhere to the mission of the bank. The communication was also improved; trust was also achieved through teamwork. Employees gave them the reason

that they encountered less stress, knowing that they could rely on fellow workers, and also gave them the reason to go so far as to work hard. This is in line with the research findings that teamwork fosters psychological safety, which is essential in engagement. In practice, this implied that employees were more receptive to exchanging ideas and working together on issues and going beyond minimum requirements since they felt liked in their endeavors. But somehow, the other side of the coin was also mentioned in the study. As an example, the teamwork was not strong where the departments operated in silos or limited cooperation, and the isolated employees felt unmotivated. Others complained about how much they become frustrated when work collapses, and they raised that they end up doubting their involvement and being less enthusiastic to do anything at all. It is a common finding that is supported by existing sources that caution that a lack of good collaboration destroys trust and reduces engagement. Concisely, the teamwork was an incentive and an insulator of engagement. Its existence enhanced the emotional attachment of the employees to the bank and their performance. In its absence, it has led to a lack of engagement and commitment by the employees towards organizational objectives.

5.2.1.2 Innovation and Employee Engagement

The results revealed innovation to be a critical cultural element that determines employee engagement in Centenary Bank. Employees informed that when they got a chance to contribute new ideas and assist in resolving issues, they felt valued and motivated. Employees were more inclined towards their work when managers promoted creativity and recognized innovative input, and the employees had a stronger emotional attachment to the bank. This is in line with literature defining innovation as a major source of engagement since it enables employees to feel that their efforts impact on organizational results. Adaptability was also promoted by innovation. The employees said that when the culture of accepting change was established, it encouraged them not to stick to their daily activities, but instead contributed to process and customer service improvement. This feeling of involvement made them more committed and readier to work the extra hours, which were discretionary. Conversely, the research indicated that employees were disengaged when innovation was stampeded as was the case where ideas were discounted or tight procedures restrained creativity. Other complaints included feeling that their input was not valued, so this reduced their motivation and diminished their alignment with the bank. This observation agrees with the literature that resistance to change lowers the engagement and abatement of initiative. To summarize, engagement is a product of innovation. In a way that it fostered energy

and increased the level of commitment among its workforce, and in a way that it caused demotivation and reduced engagement when ignored.

The findings showed that innovation is an essential cultural factor that influences employee engagement at Centenary Bank. Employees explained that having opportunities to share new ideas and help solve problems made them feel appreciated and motivated. When managers encouraged creativity and acknowledged innovative efforts, staff felt more ownership of their work, which strengthened their emotional connection to the bank. This aligns with literature that describes innovation as a key driver of engagement because it allows employees to see how their contributions shape organizational outcomes.

Innovation also promoted adaptability. Employees shared that a culture open to change encouraged them to go beyond routine tasks and actively work on improving processes and customer service. This sense of involvement increased their commitment and willingness to put in discretionary effort.

On the other hand, the study pointed out that when innovation was suppressed, such as when ideas were ignored or strict procedures limited creativity, employees felt disengaged. Some mentioned frustration that their contributions weren't taken seriously, which lowered motivation and weakened their connection to the bank. This finding aligns with research warning that resistance to change diminishes engagement and discourages initiative.

In short, innovation catalyzes engagement. When nurtured, it energized its employees and boosted their commitment; when overlooked, it lowered motivation and decreased involvement.

5.2.1.3 Competitiveness and Employee Engagement

The results showed that employee engagement is influenced by competitiveness in the Centenary Bank in a complex manner. On the positive note, employees gave an answer as to how healthy competition encouraged them to push outside their comfort zones to improve service delivery and be proud of achieving individual and team objectives. At the balance between the competitors and the fair-minded, the bank soon received recognition, and employees became more active and dedicated to the goals of the bank. This is in line with the literature that perceives competition as a driving force that makes employees seek excellence and accountability. Another observation made by employees is that competition opened up growth opportunities. The desire to achieve performance targets and demonstrate competence created an impression of success in them, further endearing them to their jobs. Through this, competitiveness was used as a cultural instrument that

brought about an increase in engagement and performance. Nevertheless, in the study, the dangers of inadequately managed competition were also indicated. Other workers cited excessive strain on one to perform worse than the other as being stressful and disengaging. Others felt that reward systems biased towards favors killed trust, hence they were not motivated and only aimed at personal survival rather than team success. These experiences are in line with studies that caution against competition that is not managed transparently, which would damage the team work and diminish interest. In brief, competitiveness turned out to be a two-sided cultural quality. Well done, it motivated employees and increased their commitment; mismanaged it led to tension and reduced by the extent of their commitment to the bank.

5.2.1.4 Structure and Employee Engagement

The results indicated that employee engagement depends on the organizational structure undertaken at the Centenary Bank. Employees claimed that the roles, responsibilities, and reporting lines were clear, which provided them with the feeling that they were stable and focused. During the time that the structure was transparent, employees were comfortable in their jobs and increasingly assured of how their efforts were relevant to the overall organizational objectives. This transparency facilitated responsibility and increased participation because employees understood what was required of them and the role of their efforts in the organization. Another way that the structure was used as a support system was in facilitating coordination of efforts as well as allocating resources. The systems and processes that were established to enhance efficiency, using teamwork, rather than delays, motivated the employees more. Under such circumstances, there was an improvement in engagement since there were no excessive obstacles that made the staff focus on their work. Nevertheless, the research study also established that overly strict structures might impede engagement. Other employees were under the oppression of hard rules and laws, and they were not able to excel in creativity or act independently. This rigidity reduced their discretionary work and their attachment to the bank. Employees said that bureaucracy made decisions slow and that it made them less willing to even bother with more than the minimum effort. Concisely, structure serves as a source and possible impediment to engagement. It brings clarity and stability to improve commitment when balanced, but vice versa, restrictiveness decreases flexibility and the desire of the employees to go the extra mile.

5.2.2 The Impact of Employee Engagement on Employee Performance

The results indicated that employee engagement has a direct and significant implication on performance at Centenary Bank. The engaged employees said that they were more committed, more motivated, and more willing to do more than what is assigned to them. These were dedicated to work without remuneration, they would accept blame, and they offer high quality service to clients. The feeling of ownership and pride attached to their work increased the performance of tasks, innovation, and faster response to the customer needs. Involved employees also promoted the team work and collaboration, which improved performance. Employees said that they were readier to share ideas, address problems in groups, and make the bank competitive when they felt appreciated and supported. These outcomes are in line with the literature, where engagement is also cited as a major contributor to productivity, customer satisfaction, and organizational success. On the other hand, the analysis showed that poor involvement is related to poor performance. The less motivated employees who felt undervalued or who lacked the connection to the desired culture at the bank had a higher rate of absenteeism and decreasing voluntary commitment to doing more than their minimum duties. Others complained of a lack of appreciation when they had done well or when they felt that the policies were not fair, pointing out that this demoralized them to work harder. This is in line with the past studies, which have cautioned against disengagement as it destroys the effectiveness of an individual and an organization. On the whole, the results confirm that the concept of employee engagement is an intermediary between the organizational culture and performance. With the support, it motivates the employees, increases their emotional attachment to the bank, and encourages excellence. On the flip side, when neglected, it kills motivation and performance, and the organization is prone to inefficiency and a lack of its competitive advantage.

5.2.3 The mediating role of employee engagement

The results indicated that the relationship between the performance of Centenary Bank and the organizational culture is employee engagement. The formulation of values, norms, and practices can only be done under the umbrella of culture, but the degree of interaction is what will result in the success of the cultural factors. The employees reasoned that the more the employees felt engaged, the more the cultural strength such as teamwork, innovativeness, competitive nature, and supportive structures, were enhanced. The active participation in cultural values transformed them into visible behaviors: employees performed additional work, collaboration became more efficient, and employees addressed their customers responsively. Through this means, culture was used as

the critical process of influencing performance. Conversely, in cases where there was low engagement, even positive aspects of culture could not bring the desired results. The disengaged or undervalued employees did not fully embrace the cultural practices and service performance, which resulted in service delivery lapses and lower levels of organizational effectiveness. This observation has been consistent with other studies that have considered engagement to be a mediating variable, meaning that culture forms the basis, but the extent of performance that is achieved is through engagement. Put simply, the relationship between culture and performance was through employee engagement.

5.3 Conclusions

This sub-section presents the conclusion of the discussion presented in the preceding chapter.

5.3.1 Organizational Culture and Employee Engagement

There was a culture of support that led to a culture of engagement, and engagement, in turn, led to excellence. In the absence of engagement, culture was symbolic as opposed to being effective, thus impeding its ability to contribute to organizational success. It was established that employee engagement in Centenary Bank is directly and significantly influenced by organizational culture. Such factors as teamwork, innovation, competitiveness, and organizational structure are some of the factors that shape how employees associate with their work and the organization. When these factors are nurtured, i.e., encouragement of teamwork, appreciation of innovation, and support structures, employees will feel more motivated, trusted, and emotionally committed. On the other hand, when cultural practices are regarded as being strict, unjustifiable, or even inconsistent, interest becomes lackluster. Workers within the organization complain that they feel uncared about, not connected, and less ready to work harder. This illustrates that culture may facilitate and inhibit engagement: culture enhanced engagement when it matched the expectations of the employees, whereas it reduced engagement in instances of disengagement and violations. Conclusively, organizational culture is not just symbolic but does play a role in engagement. In the case of Centenary Bank, the culture of cooperation, equity, and flexibility is essential in ensuring employee commitment and involvement.

5.3.2 The Impact of Employee Engagement on Employee Performance

The researchers concluded that employee engagement directly and significantly impacts performance in Centenary Bank. Motivated employees are more motivated and responsible, and they are always ready to work overtime. They are inclined to do what is required in their job

description, collaborate with fellow employees, and deliver quality services to the clients. This fosters greater productivity, innovation, and responsiveness to the needs of the clients. Emotional commitment to the mission of the bank was more pronounced in employees who felt appreciated and identified with the mission, which enhanced both individual performance and team performance. On the other hand, the disengaged workers stated that they felt undermined, unassisted, or uninvolved, which reduced motivation, high levels of absenteeism, and poor service delivery. Conclusively, engagement was found to be a very crucial element in performance. It is the process in which the employees convert their energy, commitment, and sense of belonging into tangible outcomes. In the case of Centenary Bank, high levels of engagement are thus important in ensuring there is organizational effectiveness and competitiveness in the financial sector.

5.3.3 The Mediating Role of Employee Engagement

The researchers discovered that employee engagement is the crucial connection between organizational culture and performance in the Centenary Bank. Culture offers the background in that it develops the values, norms, and practices, but the degree of involvement determines whether these aspects of culture result in improved outcomes. Cultural strengths, such as teamwork, innovation, competitiveness, and favorable structures, were enhanced when employees were engaged. During engagement, these cultural values were translated into specific behaviors: the staff took discretionary effort, worked in a team, and provided improved quality service. Through this, engagement is a link through which culture affects performance. On the contrary, positive cultural practices did not yield high results even when they were lowly engaged. Disengaged and underestimated employees failed to transfer cultural values into performance entirely and therefore had gaps in service provision and reduced organizational performance. This result supports the theoretical perspective of engagement mediating between culture and performance and has the benefit of making certain that culture is not only a symbolic component of the action but is meaningful in its practical use. To sum up, it can be concluded that employee engagement has presented itself as the missing connection that provides the explanation of how organizational culture can impact performance. In the case of Centenary Bank, this implies that the greater the involvement, the more cultural initiatives will bring about major productivity and competitiveness gains.

5.4 Recommendations

5.4.1 Organizational Culture and Employee Engagement

The research indicated that organizational culture has a direct impact on the engagement of the employees in the Centenary Bank. To solidify this relationship, the management ought to emphasize the enhancement of teamwork and collaboration within various departments. Silo breakdowns could be discouraged through encouraging joint projects and representation of regular team-building activities, which would promote trust, communication, and shared responsibility. Viewing the team performance in addition to showing the performance of individuals would further stress the relevance of collaboration and make employees feel that they are working in a concerted effort. There should also be innovation as a core value. Providing secure channels through which ideas can be shared, like the introduction of suggestion points or innovation boards, would allow employees to share their ideas freely and feel that they are heard. Rewarding and helping to acknowledge creativity would also stimulate the initiative in the staff, and bureaucracy would be lessening to provide the staff with a chance to be more experimental and adaptable. This practice would enable innovation to be a major source of interest and possession. Competitiveness must be dealt with fairly, though it is a requisite. It is crucial to keep the trust through clear performance targets and fair reward systems. The healthy competition needs to be pegged with teamwork, such that employees are not struggling to excel at the expense of cooperation. Stress levels involved in competition should also be observed by the management, and support given where necessary to help in the disengagement. Finally, organizational structures need to accommodate the employees and not impede them. The streamlining of the procedures and the demarcation of roles and responsibilities would fortify the accountability and make the staff aware of what they are expected to do. Meanwhile, architectures must be flexible and adaptable to the changes. Further engagement would be enhanced by imparting more effective communication and trust between the supervisors and the staff by means of frequent feedback and opening up of policies so that the employees feel valued and safe in their job positions.

5.4.2 Employee Engagement and Performance

The research observed that employee engagement has direct and significant effects on performance in Centenary Bank. The management should focus on engaging as a key strategic requirement of the business as opposed to an incidental consideration, in order to use this association. Motivation, accountability, and discretionary effort are always high in engaged employees, resulting in

improved service delivery and higher productivity. As such, the bank ought to invest in activities that encourage employees to be emotionally attached to the work they do and the organization. Enhancement of recognition and reward systems is one of the recommendations. Employees mentioned that a sense of appreciation and their attention to individual input added to support their motivation to exceed minimum expectations. Commitment and high performance would be reinforced by clear and fair recognition schemes and an amalgamation of monetary and non-monetary incentives. Similarly, it is important to increase career advancement and professional development prospects since an employee with a prospect in the organization is more likely to remain active and work in optimal capability. The other important step is to improve communication and feedback systems. Supervisors give regular, constructive feedback to the employees, which makes them feel supported and encourages them to make the improvements. It is also through open dialogue that trust is established, and the employees are able to see the fruit of their labor towards organizational success. Centenary Bank can enhance communication channels to ensure that it remains engaged and transforms the same into continuously delivered performance outcomes. Lastly, the management ought to develop a favorable working atmosphere which would balance between performance expectations and employee welfare. Too many workloads or no goals may undermine admission and damage performance. Distributing enough resources, encouraging the work-life balance, and making the policies fair will contribute to the motivation and dedication of employees. With such a move, engagement is made the catalyst for sustaining performance in the bank.

5.4.3 The Mediating Role of Employee Engagement

It was argued that organizational culture correlates with employee engagement as a significant medium at Centenary Bank, where performance is concerned. In order to reinforce this relationship, the management ought to make sure that cultural programs are not simply well-developed, but they need to be closely related to the everyday life stories of employees. Engagement should be perceived as the process that makes culture live, transforming values and norms into tangible practices and outcomes. One of the major recommendations is that engagement should be integrated into every cultural practice. To illustrate, the teamwork initiatives should address more than partnering up, but also consider the level at which the employees feel appreciated and cared about in such teams. The innovation programs must make employees own their ideas so that innovation can result in motivation and better performance. On the same note,

competitiveness and structure ought to be handled to maintain involvement, without unfairness, flexibility, and appreciation to ensure that staff remain committed through their emotions. The other suggestion is the implementation of engagement metrics into the organizational performance systems. Through monitoring how the employees think of the culture and the extent to which they are engaged, the management will be in a position to hone these values, besides embodying the same, which will translate into long-term performance enhancement, flagging of any gaps early, and redressing the practice when required. This will ensure that the cultural strengths are always converted to performance results as opposed to being mere symbols. Lastly, effective communication and transparency should be prioritized by the leadership as the basis of engagement. The employees must be able to observe that there is a direct relationship between the cultural initiatives and the success of the organization, and that they are being considered in the process. By adopting engagement as the prism through which the implementation of culture takes place, Centenary Bank can make certain that the cultural value is maintained.

5.5. Limitations of the study

In spite of the fact that this research provides some constructive information on the correlation of organizational culture, employee engagement, and performance in the Centenary Bank, it is necessary to consider some limitations that could have contributed to the obtained results. To begin with, the research was done in one organization, Centenary Bank, which restricts the scope to other organizations. The findings are highly contextual, but given the fact that it was carried out in one organization and one sector, the findings are not necessarily a reflection of the employee experiences at other financial organizations or industries. This would be further enhanced in future studies by incorporating several organizations to be compared. Second, the research largely used self-reported information related to employees. Although this strategy was effective in gathering real-life attitudes and experiences, it is susceptible to any form of bias, e.g., social desirability and selective recall. It could be that some of them might have focused on positive experiences and aspects of culture and engagement, and minimized negative experiences, and this would be impacting the overall outcomes. Third, the research design was cross-sectional, as it measured the employee perceptions at any given moment. This restricts the capacity to determine how the organizational culture and engagement will evolve, or the impact of change in management practices on performance in the long run. A longitudinal study would provide more comprehensive information about how such relationships tend to be dynamic. Lastly, it can be noted that, as much

as the qualitative emphasis of the research leads to depth and richness, it might not give a complete response to the quantitative issue of engagement and performance. Further studies that include the use of mixed methods may reinforce the results because they would allow blending narrative insights with quantifiable data. Altogether, these limitations do not reduce the contribution of the study, yet they mark some areas of the sphere where the current research can be expanded by future research in order to have a more comprehensive and international vision of organizational culture, employee engagement, and performance within the financial sector of Uganda. Overall, these restrictions do not reduce the value of the research work; nevertheless, they present areas of future research improvement of this work to create a more comprehensive and global perspective on the organizational culture, engagement, and performance in the Ugandan banking industry.

5.6 Areas for Further Studies

Although this research has presented an insightful study on the connections between organizational culture and employee engagement and performance in Centenary Bank, there are still a few things that can be further studied. Further studies can be extended to cover several financial institutions in Uganda or the entire East Africa. A comparative study would enable the scholars to analyze whether or not the cultural process and patterns of engagement that the researchers observe in the case of Centenary Bank are universal or specific to specific organizational settings, or tend to be specific to the size of the institution, its ownership, and its market positioning. The next area that could be studied is the application of longitudinal designs to understand the dynamics of organizational culture and engagement. The methodology of this study was cross-sectional; the study gave a profile of the perceptions of employees at one time. Longitudinal studies would aid in revealing the effect of leadership changes, changes in policies, or external market forces on the engagement and performance over the long term, and provide more insight into the variability of these relationships. Mixed methods could also be incorporated in future research in order to enhance the strength of results. Even though the qualitative focus of this study produced deep and narrative information about employee experiences, the qualitative and quantitative implementation would have given a chance to be both comprehensive and measurable. An example here would be measuring the levels of engagement and performance, which can be quantified based on surveys or interviews, which would explain and give a background to such trends. Lastly, the study can use future research to investigate other mediating or moderating variables other than engagement. Other factors like the leadership style, employee well-being, or organizational justice can also be

significant in the determination of the role played by culture in determining performance. The analysis of these variables would bring in a broader picture of how organizational culture contributes to the outcomes in the financial institutions. To conclude, the research should be further developed with increased extent, longitudinal and mixed-methodology, and investigate the presence of more mediators or moderators. This research would expand the existing findings and provide a comprehensive view of the organizational culture, employee engagement, and performance in the Ugandan financial sector, among others.

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APPENDICES

Appendix I: Interview Guide

Interviewee's code name.....

Date of the interview.....

Staff category

Purpose: To explore how organizational culture influences employee engagement and performance.

Sample Questions:

1. How would you describe the organizational culture at Centenary Bank?
2. In what ways do you feel the bank's values (integrity, teamwork, innovation, customer focus) are communicated to staff?
3. How does leadership influence your level of engagement at work?
4. What practices or policies make you feel more (or less) committed to your role?
5. How do performance expectations affect your motivation and productivity?
6. Can you share an example of when you felt recognized or valued in your role?
7. What challenges do you face in aligning your work with the bank's culture?

Appendix II: Focus Group Discussion Guide

Purpose: To capture collective perspectives on organizational culture, engagement, and performance.

Discussion Prompts:

1. What values do you think define Centenary Bank's culture?
2. How do these values influence teamwork and collaboration in your department?
3. In what ways does communication across teams support or hinder engagement?
4. How do performance appraisal systems affect your sense of fairness and motivation?
5. What role does leadership play in shaping the culture of your workplace?
6. How do training and development opportunities influence your engagement?
7. What suggestions would you make to strengthen organizational culture and performance?

Facilitation Notes:

- Encourage balanced participation.
- Probe for examples and shared experiences.
- Observe group dynamics (agreement, disagreement, silence).

Appendix III: Document Review Checklist

Document	Focus Area
Organizational Policies	Code of conduct, HR polices, compliance.
Employee handbook	Values, workplace norms, employee rights
Performance Appraisal Forms	Evaluation criteria
Training manuals	Induction, refresher courses, and digital skills
Strategic Plans	Medium-and long term-goals



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A Centre of Excellence in the Holy Spirit

School of Business

13th January 2026
Centenary Bank, Kampala

Dear Sir/Madam

RE: Introduction of Akao Gloria Mercy, M23B42/059 for Data Collection Permission

I am writing to introduce Akao Gloria Mercy, M23B42/059, a Bachelor of Human Resource Management at Uganda Christian University. Ms. Akao is currently in the advanced stage of her academic journey and is conducting a dissertation on "THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE ENGAGEMENT AND PERFORMANCE, A CASE STUDY OF CENTENARY BANK KAMPALA."

I assure you that Ms. Akao will adhere to all ethical guidelines and treat any data collected with the utmost confidentiality. She is a responsible student dedicated to conducting a thorough and rigorous study.

We kindly request your support in granting Ms. Akao access to relevant data and personnel within any department and as well as any personnel with objective knowledge regarding her topic. Your valuable insights will significantly contribute to the success and quality of her research.

Thank you for considering her request. Should you require any additional information, please do not hesitate to contact me on the address provided here below.

Sincerely,

Mukisa Simon Peter
Lecturer and undergraduate
Research coordinator
Email smukisa@ucu.ac.ug Mob. 0752938600



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Akao Gloria Mercy

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Akao Gloria Mercy

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