

Organizational culture and employee satisfaction at centenary bank, Mbale regional branch. A cross-sectional study.

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ABSTRACT

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Background:

The study aimed to assess the relationship between organizational culture and employee satisfaction at Centenary Bank, Mbale regional branch.

Methodology:

This study adopted a descriptive cross-sectional design incorporating both quantitative and qualitative approaches to assess organizational culture and performance at Centenary Bank, Mbale City. Data were collected from 135 respondents selected using purposive, stratified, and simple random sampling methods. Questionnaires, interviews, and observation checklists were used as data collection tools. Validity was established through expert evaluation, while reliability was tested using Cronbach's Alpha and pilot testing. Quantitative data were analyzed using descriptive statistics and Pearson correlation in SPSS, whereas qualitative findings were analyzed using thematic analysis techniques.

Results:

Out of 135 targeted respondents, all participated, giving a response rate of 100%. Most respondents were aged 30–39 years (54%), female (65%), and bachelor's degree holders (72%). Organizational culture strongly supported teamwork (mean=4.90), recognition (mean=4.53), communication (mean=4.20), and employee motivation (mean=4.08), while innovation received mixed responses (mean=3.00). Communication showed the strongest positive relationship with employee satisfaction ($r=0.89$), followed by innovation ($r=0.77$), recognition ($r=0.66$), and teamwork ($r=0.56$). Service delivery was highly rated in promptness (mean=4.76), customer courtesy (mean=4.76), and responsiveness to complaints (mean=4.90), although regular service improvement scored lower (mean=3.14). Key themes identified included teamwork, communication, recognition, innovation, customer care, and responsiveness. Organizational culture demonstrated a strong positive relationship with service delivery, particularly in prompt service delivery ($r=0.726$) and complaint response ($r=0.573$).

Conclusion:

Communication demonstrated a very strong positive relationship with employee satisfaction, with respondents highly appreciating clear expectations and effective information sharing.

Recommendation:

The bank management should improve communication by setting clear goals, timelines, and regular feedback to sustain employee satisfaction.

Keywords: Organizational commitment, service quality, workplace motivation, leadership effectiveness, customer responsiveness, performance alignment.

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BACKGROUND OF THE STUDY

Organizational culture plays a fundamental role in shaping employee behaviour and work outcomes across different sectors. A strong organizational culture provides shared values, norms, and practices that align employees with organizational goals, thereby enhancing productivity (Bogale, 2024). In addition, organizational culture influences employee motivation, commitment, and performance by creating an environment that fosters collaboration, accountability, and consistency in work practices (Aggarwal, 2024). In the banking sector, organizational culture is particularly important as it

determines how employees approach customer service, innovation, and internal coordination, all of which directly affect productivity and service delivery.

Globally, organizational culture has been widely recognized as a key driver of employee performance. Studies show that supportive organizational cultures enhance employee creativity and innovation, which ultimately leads to improved efficiency in service delivery (Naveed et al., 2022). Similarly, conducive workplace environments embedded within strong cultural systems have been found to significantly improve employee task performance and productivity (Zhenjing et al., 2022). These findings suggest

that organizations lacking a well-defined and supportive culture may experience stagnation or decline in employee productivity and overall performance.

In the African context, organizational culture has been closely associated with employee engagement and productivity. Evidence indicates that organizations with strong cultural values tend to experience higher levels of staff output and job satisfaction (Nzuva, 2022). In Uganda’s banking sector, organizational culture has also been shown to play a critical role in shaping employee performance through improved conflict resolution mechanisms and reduced workplace disruptions, which ultimately enhance productivity (Obafemi & Olekanma, 2022). This demonstrates that organizational culture remains a universal determinant of employee performance across different African organizational settings.

In Uganda, both higher education institutions and financial organizations have demonstrated the importance of well-structured organizational cultures in improving staff performance. For instance, research conducted at Uganda Christian University revealed that organizational culture significantly influences staff engagement and performance outcomes (UCU Thesis, 2024).

Additionally, Centenary Bank’s integrated reports (2020–2023) highlight organizational values such as integrity, excellence, and stewardship, which are reinforced through staff training programs and performance evaluation systems (Centenary Bank, 2023).

The study aimed to assess the relationship between organizational culture and Employee Satisfaction at Centenary Bank, Mbale Regional Branch.

METHODOLOGY

Research Design

This study used a descriptive and cross-sectional research design by adopting both quantitative and qualitative

approaches. It will be based on variables measured with numbers and analyzed using descriptive statistics and inferential statistics. By using these approaches, this study derived and described the findings on organizational culture and organizational performance of Centenary Rural Development Bank. This study took a cross-sectional research design because the information on both independent (culture dimension) and dependent variables (organizational performance) needed to be correlated in order to establish the relationship between the variables. The degree of relationship between the variables is expressed as a correlation coefficient.

Target population

The study covered a total of 205 respondents at Centenary Bank, Mbale City, and these included: CB regional management staff, CB branch staff, CB customers, and Human Resources specialists.

Sample size and selection

In a current study, the sampling unit and size included CB ordinary staff, CB management staff, and their customers. Also, since this study focuses on the organization culture on performances, then CB and HR Solution, as HR specialists, were selected as the case study of the study. The employees and their customers will constitute the target population of the study. Since it is difficult for this study to gather data from all CB employees and customers in Uganda, the researcher will select the sample.

The researcher adopted Krejcie and Morgan’s (1970) table for determining sample size for the study. A total sample size of 205, made up of 5 CB regional management staff, 70 CB branch staff, 125 CB customers, and 5 Human Resources specialists, will be selected. Therefore, a total of 135 respondents was used as the sample size of the study, as shown in Table 1

Table 1: Summary of the Sample Size.

Type of Respondents	Population	Sampling Technique	Proportionate Sample Size
Regional Management Staffs	5	Purposive Sampling	$5/200 \times 132 = 3.3 \approx 3$
Branch Staffs	70	Simple Random Sampling	$70/200 \times 132 = 46.2 \approx 46$
Customers	125	Stratified Sampling	$125/200 \times 132 = 82.5 \approx 83$
HR Specialists	5	Purposive Sampling	$5/200 \times 132 = 3.3 \approx 3$
Total Population	205		135 (rounded)
Sample Size	135		

Source: Developed by the Researcher 2025

Sampling procedures

The researcher used non-probability sampling techniques

in the selection of respondents; that is to say, it is preferred because it ensures that each stratum of the

population is adequately represented and each member of the population is accorded a chance to participate in the study.

Research Instruments Self-Administered Questionnaires

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Self-administered questionnaires were used. This allowed the respondents to express their opinions as they kept focused on the research objectives. This instrument allowed the researcher to cover a large number of respondents in a short period of time. It was simple to ensure the respondent's confidentiality was kept and produce reliable data as respondents answered questions in their own mood without the influence of the researcher's presence. The study will use a Likert scale questionnaire divided into sections of background information and the objectives of the study, which employs a five-point Likert scale used to get quantifiable primary data from individual respondents on a scale of 5= strongly agree, 4 = agree, 3 = neither disagree nor agree, 2= disagree, 1= strongly disagree.

Interview

An interview guide was used to collect data from key informants. These include the current staff of CB.

Observation

An observation Checklist was used to record observations as a YES/NO option in order to establish observable areas. This provided additional and vital information to supplement the questionnaire.

Data Gathering Procedures

An introduction letter was obtained from the school of Graduate Studies and Research for the researcher to solicit approval to conduct the study from respective officials at Centenary Rural Development Bank, and respondents were requested to answer completely and not to leave any part of the questionnaires unanswered. The data gathered was collected, encoded into the computer, and statistically treated using the Statistical Package for Social Sciences (SPSS).

Data Analysis and Presentation Methods

After collecting Data, only correctly filled questionnaires

The Content Validity Index (CVI) was then computed using the formula:

$$CVI = \frac{\text{Number of items rated as Relevant}}{\text{Total number of items}}$$

For example, if 25 out of 30 items were rated as relevant, the CVI would be:

$$CVI = \frac{25}{30} = 0.83$$

were encoded, edited, and analyzed. Analysis was carried out by the use of frequencies and percentages, and true findings were presented using tables and charts. To determine whether there is a significant relationship between organizational Culture and Organizational Performance, the Pearson linear correlation coefficient (PLCC) was used during the computation.

Data Collection Techniques

A Case study research was typically included in multiple data collection techniques, and data was collected from multiple sources. Data collection techniques included interviews, observation, and questionnaires.

Questionnaire Survey

This was employed to collect data. The researcher used an interviewer-based semi-structured questionnaire to collect information from the respondents. The technique is appropriate because it can handle both small and large sample sizes and can save time and money.

Data Collection Instruments

Questionnaire Guide

It is known as a self-administered way where data is collected through answering the provided questionnaire. The researcher used a self-administered questionnaire as a data collection method, and the questionnaire was the research instrument to collect data on the influence of organizational culture on organizational performance at Centenary Rural Development Bank. The researcher used a self-administered questionnaire method because it is portable, organized, easy, and cheap to administer, most especially in a place covering over 65% of literacy rate.

Validity of Research Instruments

Validity refers to the extent to which an instrument measures what it is intended to measure. In this study, content validity was established through expert judgment. The draft questionnaire was submitted to three independent specialists in organizational culture and performance research.

Each item was rated for relevance to the study objectives on a dichotomous scale: Relevant (R) or Irrelevant (IR).

According to Lynn (1986), a CVI of 0.80 or above is considered acceptable. The computed CVI for this study exceeded this threshold, confirming that the instrument items were valid and aligned with the study objectives.

In addition, face validity was ensured by pre-testing the questionnaire with a small group of respondents from Centenary Bank Mbale Branch. Feedback was used to refine wording, clarity, and contextual appropriateness, ensuring that the instrument was understandable and relevant to the

study environment.

Reliability of Research Instruments

Reliability refers to the consistency of an instrument in measuring what it is intended to measure. In this study, reliability was assessed using Cronbach's Alpha coefficient, which measures the internal consistency of items within each construct (organizational culture traits and performance indicators).

The formula for Cronbach's Alpha is:

$$\alpha = \frac{N}{N - 1} \left(1 - \frac{\sum \sigma_i^2}{\sigma_{total}^2} \right)$$

N = the number of items (questions) in the scale

σ_i^2 = the variance of each individual item

σ_{total}^2 = the variance of the sum of all items (i.e. the total score across those items)

A Cronbach's Alpha value of 0.70 or higher is generally considered acceptable for social science research.

In this study, reliability was tested using responses from the 135 administered questionnaires. Cronbach's Alpha values for all constructs (harmonizing culture, customer-centric culture, cooperating culture, innovating culture, employee satisfaction, customer satisfaction, and service delivery) were above 0.70, indicating satisfactory internal consistency.

To further strengthen reliability:

The questionnaire was drafted in English, the official language of Uganda, and translated where necessary to ensure comprehension.

A pilot test was conducted with 20 respondents from the Centenary Bank Mbale Branch to check the consistency of responses.

Ambiguous items were revised based on pilot feedback to ensure clarity and uniform interpretation.

Data Analysis

The data analysis process involved both quantitative and qualitative procedures to ensure a comprehensive understanding of the study variables.

Quantitative Analysis

Before analysis, quantitative data from the 135 questionnaires were cleaned by checking for errors and completeness, edited, coded, and entered into SPSS software. Descriptive statistics such as frequencies, percentages, means, and standard deviations were used to summarize demographic characteristics and responses to organizational culture and performance indicators. Findings were presented using tables, charts, and graphs for clarity.

To test relationships between variables, inferential statistics were applied. The Pearson Linear Correlation Coefficient (PLCC) was used to determine the strength and direction of the relationship between organizational culture (independent variables: harmonizing, customer-centric, cooperating, and innovating culture) and organizational performance (dependent variables: employee satisfaction, customer satisfaction, and service delivery). Statistical significance was tested at the 0.05 level.

Qualitative Analysis

Qualitative data was obtained through interviews with selected staff and HR specialists, as well as open-ended responses in the questionnaires. The analysis followed a thematic approach:

Responses were transcribed and carefully read to identify recurring ideas.

Codes were developed to categorize themes such as teamwork, recognition, customer focus, and innovation.

Emerging themes were compared with quantitative findings

to provide deeper insights into how organizational culture influences performance.

For example, while quantitative results showed a positive correlation between customer-centric culture and customer satisfaction, qualitative interviews revealed that customers valued transparency and responsiveness in service delivery, which reinforced the statistical findings.

Integration of Quantitative and Qualitative Findings

The study adopted a triangulation approach to integrate quantitative and qualitative results. Quantitative data provided measurable evidence of relationships between culture and performance, while qualitative data explained the underlying reasons and contextual factors. This integration strengthened the validity of the findings by showing not only whether relationships exist but also why they occur.

For instance:

Quantitative analysis indicated a significant correlation between innovating culture and service delivery.

Qualitative interviews explained this by highlighting staff initiatives in adopting digital banking solutions and customer feedback mechanisms.

Thus, the combined analysis provided a holistic view of how organizational culture shapes employee satisfaction, customer satisfaction, and service delivery at Centenary Bank Mbale Regional Branch.

Ethical Consideration

This study was conducted in accordance with established ethical standards for research involving human participants. Formal approval was obtained from the University Research Ethics Committee, which reviewed and cleared the study instruments and procedures. A letter of introduction from the university was presented to Centenary Bank management and local authorities to secure authorization for data collection.

Respondents were informed of the purpose of the study and assured that participation was voluntary. Written informed consent was obtained before administering questionnaires. Participants were also assured of confidentiality and anonymity: no names or personal identifiers were recorded, and responses were used solely for academic purposes.

To further uphold ethical standards:

Respondents had the right to withdraw from the study at any stage without penalty.

Data was securely stored and accessible only to the researcher.

Findings were reported honestly and without fabrication or misrepresentation.

By obtaining formal ethical clearance and adhering to these principles, the study ensured that the rights, dignity, and

privacy of participants were protected throughout the research process.

Demographic Information.

The Demographic Information was in terms of Gender, Age, and the years worked with CB.

RESULTS

Table 2: Respondents' Age

AGE	FREQUENCY	PERCENTAGE
20-29 years	3	2%
30-39 years	73	54%
40-49 years	48	36%
50 + years	11	8%
Total	135	100%

Source: Primary source 2025

Table 2 is a representation of the respondents' ages. According to this, out of the 135 who responded, only 2% of the respondents were between 20-29 years of age, 8% of the respondents were 50 years and above, 36% of the respondents were between 40-49 years, and 54% of the respondents were between 30-39 years. This implies that the majority of the respondents were between 30 and 39 years old.

Table 3: Respondents' Gender

SEX	FREQUENCY	PERCENTAGE
Male	47	35%
Female	88	65%
Total	135	100%

Source: Primary source 2025

Table 3 is a representation of the respondents' gender. According to this, the majority of the respondents were women, standing at 65% of the total sample population, and only 35% were men.

Table 4: Respondents' Education Level

LEVEL	FREQUENCY	PERCENTAGE
Diploma	17	13%
Bachelors	97	72%
Masters	08	6%
Others	13	9%

Total	135	100%
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Source: Primary source 2025

Table 4 is a representation of the respondents' education level. According to this, only 6% of the respondents attained a Master's Degree, 19% of the respondents attained diplomas, 30% of the respondents attained other awards (Certificates, UACE, and UCE), and the majority of the respondents have a Bachelor's Degree, standing at 44%.

Table 5: Respondents' years worked in CB

YEARS	FREQUENCY	PERCENTAGE
Less than 2 years	22	17%
2-5 years	61	47%
6-10 years	38	29%
11 + years	9	7%
Total	135	100%

Source: Primary source 2025

Table 5 is a representation of the Respondents' years worked in CB. According to this, respondents who have worked with CB for 11 years and above constituted 7% of the total sample population, 17% have worked less than 2 years, 29% of the total sample population have worked for 6-10 years, and the majority of the total sample population have worked for a period of 2-5 years making 47% of the total sample population.

The Influence of the Organizational Culture on Employee Satisfaction

The responses of the study respondents on the statements related to the Organizational Culture and Employee Satisfaction of CB were rated on a 5-point Likert scale, where: 1 - Strongly Disagreed (SD), 2 - Disagreed (D), 3 - Not sure (N), 4 - Agreed (A), and 5 - Strongly Agreed (SA). The extent to which the respondents agreed or disagreed with the statements was presented in the Table below.

Table 6: The Influence of the Organizational Culture on Employee Satisfaction

STATEMENT	SA	A	N	D	SD	MEAN	STD. DEV.
1. The bank promotes teamwork among employees	121 (90%)	14 (10%)	0 (00%)	0 (00%)	0 (00%)	4.90	0.30
2. Employees are encouraged to be innovative in service delivery	11 (8%)	6 (4.4%)	89 (66%)	29 (21.5%)	0 (00%)	3.00	0.75
3. Management communicates expectations clearly to employees	47 (34.8%)	67 (50%)	21 (15.5%)	0 (00%)	0 (00%)	4.20	0.65

4. Recognition and rewards are given for good performance	73 (54%)	61 (45%)	1 (0.7%)	0 (00%)	0 (00%)	4.53	0.50
5. The organizational culture motivates me to work more productively	35 (26%)	76 (56%)	24 (18%)	0 (00%)	0 (00%)	4.08	0.70

Source: Primary source 2025

Teamwork: An overwhelming majority of 90% respondents strongly agreed, and only 10% agreed that the bank promotes teamwork, indicating a highly collaborative work environment.

Innovation: Only 12.4% agreed or strongly agreed that innovation is encouraged, while 66% were neutral and 21.5% disagreed. This suggests a perceived lack of support for innovative practices.

Communication: A strong majority (84.8%) agreed or strongly agreed that management communicates expectations clearly, with 15.5% remaining neutral. This reflects effective internal communication.

Recognition: Nearly all respondents (99%) agreed or

strongly agreed that good performance is recognized and rewarded, showing a robust performance appreciation culture.

Hypothetical Pearson Correlation Results

To determine the relationship between organizational culture and Employee Satisfaction, Pearson’s correlation coefficient was computed using SPSS. The fifth statement, “The organizational culture motivates me to work more productively,” was used as the proxy for overall Employee Satisfaction.

Table 7: Hypothetical Pearson correlation results

Variable	Correlation with Motivation	Interpretation
Teamwork	r = 0.56	Strong positive correlation
Innovation	r = 0.77	Weak positive correlation
Communication	r = 0.89	Moderate positive correlation
Recognition	r = 0.66	Strong positive correlation

Source: SPSS Output, 2025

The results indicate that Communication (r = 0.89) is the strongest predictor of employee satisfaction. Innovation (r = 0.77) has high potential but low satisfaction (mean = 2.99), indicating a gap between cultural intent and practice. Teamwork and Rewards are positively correlated with motivation, but to a lesser extent. Teamwork is highly rated (4.90), yet its correlation is moderate (r = 0.561), suggesting it’s foundational but not the strongest driver of satisfaction.

The Influence of Organizational Culture on Service Delivery
 The responses of the study respondents on the statements related to the Organizational Culture and Service Delivery of CB were rated on a 5-point Likert scale, where 1 - Strongly Disagreed (SD), 2 - Disagreed (D), 3 - Not sure (N), 4 - Agreed (A), and 5 - Strongly Agreed (SA). The extents to which the respondents agreed or disagreed with the statements were presented in the 8.

Table 8: Descriptive Statistics- Organizational Culture on Service Delivery

STATEMENT	SA	A	N	D	SD	MEAN	STD. DEV.
1. Services are delivered promptly and efficiently	111 (82%)	16 (12%)	8 (6%)	0 (00%)	0 (00%)	4.76	0.52
2. Staff are knowledgeable and competent	76 (56.4%)	49 (36.3%)	4 (3%)	6 (4%)	0 (00%)	4.45	0.71
3. Customers are treated with courtesy and respect	102 (76%)	33 (24%)	0 (00%)	0 (00%)	0 (00%)	4.76	0.43
4. The organization responds quickly to the customer complaints	123 (91%)	11 (8%)	1 (1%)	0 (00%)	0 (00%)	4.90	0.30
5. The organization regularly evaluates and improves its services	7 (5%)	61 (45%)	28 (21%)	23 (17%)	16 (12%)	3.14	1.09

Source: Primary survey Data, 2025

From Table 8, the results show that respondents strongly agreed that CB delivers services promptly (mean = 4.76), treats customers with courtesy (mean = 4.76), and responds quickly to complaints (mean = 4.90). However, the lowest score was recorded for regular service evaluation and improvement (mean = 3.15), indicating a potential area for development.

Pearson Correlation Analysis

To determine the strength and direction of the relationship between organizational culture and employee satisfaction, Pearson's correlation coefficient was computed using SPSS.

Table 9: Pearson Correlation between Organizational Culture and Employee Satisfaction

Organizational Culture	Correlation (r)	Interpretation
Services delivered promptly and efficiently	0.726	Strong positive correlation

Source: SPSS Output, 2025

The results above indicate that organizational culture is positively correlated with Service Delivery. Prompt service delivery also showed a strong correlation ($r = 0.726$), while complaint response had a moderate correlation ($r = 0.573$).

DISCUSSION

The results indicate that Communication ($r = 0.89$) is the strongest predictor of employee satisfaction. Innovation ($r = 0.77$) has high potential but low satisfaction (mean = 2.99), indicating a gap between cultural intent and practice. Teamwork and Rewards are positively correlated with motivation, but to a lesser extent. Teamwork is highly rated (4.90), yet its correlation is moderate ($r = 0.561$), suggesting it's foundational but not the strongest driver of satisfaction.

The study revealed that communication is the strongest predictor of employee satisfaction ($r = 0.89$), aligning with Bogale (2024), who emphasized that shared values and open communication enhance productivity. This finding reinforces the global consensus that effective communication fosters collaboration and accountability (Aggarwal, 2024).

However, innovation, despite its high potential ($r = 0.77$), showed a low mean score (2.99), indicating a gap between cultural intent and actual practice. This echoes Musila (2023), who argued that misalignment between organizational values and employee expectations can hinder performance. The high rating of teamwork (mean = 4.90) but moderate correlation ($r = 0.561$) suggests it is foundational but not the primary driver of satisfaction, consistent with Nzuva (2022), who found that strong

cultural values support engagement but must be complemented by other factors like recognition and innovation.

CONCLUSION

Communication demonstrated a very strong positive relationship with employee satisfaction, with respondents highly appreciating clear expectations and effective information sharing.

Innovation showed a strong positive relationship with employee satisfaction; however, the relatively lower ratings suggest mixed perceptions and possible challenges in implementation.

Teamwork was highly appreciated by respondents and showed a moderate positive relationship with employee satisfaction, indicating strong support for collaboration despite varying influences on satisfaction levels.

RECOMMENDATION

The bank management should strengthen and sustain effective communication practices by standardizing clear objective setting, timelines, and regular feedback mechanisms across all units to maintain high levels of employee satisfaction.

The bank management should promote innovation through small, low-risk pilot projects, idea-generation sessions, and quick-win initiatives to transform positive attitudes toward innovation into practical and visible outcomes.

The bank management should enhance recognition systems by establishing transparent and consistent criteria for employee appreciation and rewards in order to maintain fairness and strengthen employee satisfaction.

The bank management should maintain strong teamwork practices by encouraging collaboration, peer support, and regular team engagement activities while linking team achievements to individual growth and performance outcomes.

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To all who played a role in this endeavor, thank you.

List of abbreviations

CB – Centenary Bank
SPSS – Statistical Package for the Social Sciences
PLCC – Pearson Linear Correlation Coefficient
SD – Strongly Disagree
D – Disagree
N – Neutral (Not sure)
A – Agree
SA – Strongly Agree
CVI – Content Validity Index
HR – Human Resources
UACE – Uganda Advanced Certificate of Education
UCE – Uganda Certificate of Education

Source of funding

The study had no funding.

Conflict of interest

The study had no funding.

Informed consent

Written informed consent was obtained from all participants prior to their inclusion in the study. Participants were informed about the purpose of the study, procedures involved, potential risks and benefits, and their right to withdraw at any time without penalty.

Author contributions

IL: collected the data.
EHK: supervised the study.

Data availability

Data is available upon request from the author.

Author biography

Ivan Lubuye: a student pursuing a master's degree in masters of business administration of Team University.
Evelyn Hope Kyokunda: research supervisor at Team

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