

Organizational Culture, Absenteeism and Employee Performance of Equity Bank Katwe Branch
Kampala

Birungi Hawa Nankya

19/U/12227/EVE

A research dissertation submitted in partial fulfilment as the requirement for the award of a degree of bachelor in industrial and organizational psychology at Makerere University, Kampala

December, 2022

Declaration

Declaration

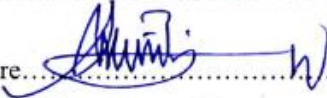
I Birungi Hawa Nankya a third year student at Makerere University College of Humanities and Social Sciences pursuing a Bachelor's Degree in Industrial and Organizational Psychology, hereby certify that all the information in this report is my original work and has never been presented anywhere college, institute, organization for any award.

Signed 

Date..... 15th / 12 / 2022

Approval

This dissertation has been submitted for examination with my approval as supervisor .

Signature.....

Date15/12/2022.....

Mr. Eboyu Francis

Dedication

I dedicate this piece of work to my dear parents who have truly and fully supported me throughout my educational life physically mentally and emotionally, plus I dedicate it to my siblings, no amount of words can express how much love I have for you and appreciation.

Acknowledgment

To the almighty Allah, for the love, affection and mercy he had for me throughout the period I spent carrying out the research exercise.

Heartfelt thanks and appreciation go to my parents for their financial support and love to me.

They have been the major reason that has kept me moving in my academics love and blessing to

MR. &MRS KIYAGA.

To my supervisor, Mr. Eboyu Francis, am so grateful for the never ending and unconditional support, the words of encouragement, and guidance that have enabled me compile this work.

Thank you very much and may God Bless You!

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Abstract

This study was carried out to investigate the relationship between organisational culture and performance of employees in Equity Bank Katwe branch. The study was guided by three objectives as follows; to determine the level of organisational Culture in Equity Bank ; to determine the level Absentism in Equity Bank Katwe and finally to determine if there is a significant relationship between the level organizational culture and performance of employees of Equity Bank in Kampala Uganda .The study applied a descriptive and correlational research design to obtain the required information and pertaining data where the target population of the study was 35 from which 30 respondents were selected to receive the pertaining information. The study revealed that there is a strong relationship between organizational culture and employees' performance in katwe. It was revealed that the adoption of culture of the organisation is helpful for the employees to pursue their work efficiently and effectively provided there is a strong positive support from leadership, communication, decision making and employee and employers loyalty. In regard to the findings, the researcher recommended that performance systems in schools should be established to reward teacher's behaviors that are consistent with the organization's culture, collective decision making on matters pertaining school improvement should be focused on to allow employees ideas and opinions be heard and also respect and finally, private secondary schools should train both staff and managers to learn how to communicate effectively and prevents issues of Absentism.

Chapter One

Introduction

This chapter presented the background of the study, statement of the problem, purpose of the study, the intended research objectives and key questions, scope of the study, significance of the study and the dictionary explanation of terms. The study majorly about the assessment of organizational culture, absenteeism and performance of employees.

Background of the Study

Organizational culture and performance on an international scene has been examined by many researchers (Ogbonna& Harris, 2000; Rousseau, 1990; Kotter&Heskett, 1992; Marcoulides& Heck, 1993), and their assumptions, organizational culture plays an important role in the performance of an organization as employees get to understand organizational events and can communicate more efficiently and effectively thereby, reaching higher levels of cooperation with each other because they share common mental models of realities (McShane and Glinow, 2005). The powerful, pervasive role; culture plays in shaping organizational life lends plausibility to speculations that cultural factors may be linked with exceptional levels of organizational performance. According to Magee, (2002).Denison theory of organizational culture implicitly explain the cultural traits of organizational performance, while performance management practices as fundamental human resource management practice support the view that employees and managers benefit from the understanding of organizational culture as a contextual factor.

However organizational culture can aswel lead to different practices if not easily adopted, some of the practices may include abseetism, poor performance, and stress, affects relationship

between the employees and employers plus many others. But we shall look at absenteeism as an outcome of a poor organizational culture.

Absenteeism is defined as a failure to report and stay at work as programmed, in spite of any cause (Cascio W, 2010). In relation to Human Resources management absenteeism is the proportion of work days missing through member of staff illness or absence in the place of work (Boxall, Purcell, & Wright, 2007).

In general, absenteeism can be defined as a consistent failure to appear, particularly for work or other usual duty. Workers may take a leave or not report to work for a diversity of reasons, some of these may be unmanageable factors like illness, urgent situation, accidents and other reasons; on the other hand also employees may also take leave while they are able to be present at work. For that reason when recruits are absent in the workplace with any cause whether legally or not all these kinds of absence from work are termed as absenteeism of workers in the workplaces.

Managing workplace absenteeism is one of the difficult human management issues facing employers and employees for years and even today. Therefore, this study is so important in expanding knowledge about absenteeism of workers in the workplaces. Most organizations do not usually connect monetary cost to the loss caused by workers absenteeism, they usually feel very unwilling to attack the problem and some organizations are unaware of the problem. Extensive time, effort and cash are poured into attracting, selecting and training members of staff, but too little of the same are directed towards reducing absenteeism. It is worthwhile carrying out this study because of the numerous problems associated with employees' absenteeism and its attendant effect on the productivity and effectiveness of an organization.

Statement of the Problem

Employees' absenteeism had been in the middle of the serious troubles facing majority of the workplaces for years particularly in the government authorities. Employee absence at the place of work doesn't only affect someone or an employee who is absent at the workplace, but rather the employees in general and their departments are affected. Despite awareness of the issue, employee absenteeism had continued to pose a threat to businesses and organizations around the world (Patton & Johns, 2012). Whether viewed from an organizational cultural perspective or ethical standpoint, or in terms of the broader spectrum of employee behaviors, employee absenteeism had a direct impact on organizational performance. This study explored the assessment of organizational culture, absenteeism and performance of employees and fought thoughtful solutions to the phenomena.

Purpose of the Study

The purpose of the study was to find out the relationship between organizational culture, employee absenteeism and employee performance .

Objectives of the Study

The objectives that guided the study were the following;

1. To find out the relationship between organization culture and employee absenteeism.
2. To find out the relationship between employee absenteeism and employee performance.
3. To know the relationship between employee performance and organization culture.

Scope of the Study

The study scope was grouped into three aspects. That is the content scope, geographical scope and time scope. These are as elaborated below;

Content Scope

This research presented information on the underlying relationship between the variables in regard to organizational culture, absenteeism and employee performance. It gave an insight and presented a baseline report on and about the: organizational culture and employee absenteeism, absenteeism and employee performance, employee performance and organizational culture

Geographical Scope

The study was carried out in a banking institution, to be specific, at Equity Bank Katwe Branch- located on Mutesa Road Plot 390, Katwe-Kampala Uganda.

Time Scope

The study covered a time scope of a period of 8 months right from inception, way up to conclusion. Some of the tasks included but not limited to: working on the study proposal, data collection, data analysis and lastly the final compilation and submission of the dissertation.

Significance of the Study

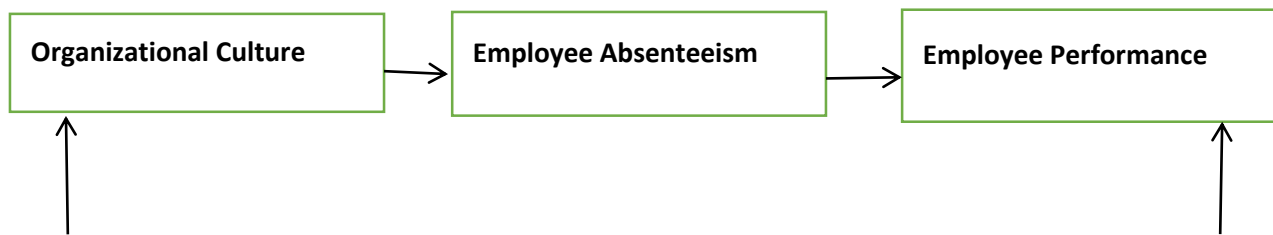
This study results are important in the following ways:

The findings of this study made solid suggestions for organizations to trim down employees' absenteeism and as well offered advice for improving organizational effectiveness and workers performance.

The study also suggested some of the basic approaches and methods that can be used by organizations and other practitioners opted to solve the trouble of absenteeism.

Lastly, the study gave an insight into the various troubles associated by absenteeism which various organizations and institutions face in their effort to employ skills acquired from the training and thereby advise solutions to help reduce the circumstances. Basically, the rationale of this study guaranteed that the results bring some helpful changes in running of the diverse development programs.

Conceptual Framework of the Study



The contextual framework above symbolizes a relationship between Organizational Culture and Employee Absenteeism, Employee Absenteeism and Employee Performance as well as a direct relationship between Organizational Culture and Employee Performance.

Chapter Two

Literature Review

Introduction

This chapter focused on the study of the related literature to the research problem. Literature used in this chapter contained all works consulted in order to understand and investigate the underlying relationship between the variables in regard to organizational culture, absenteeism and employee performance. Although the literature written about assessment of organizational culture, absenteeism and performance of employees was presented in a variety of contexts, this research primarily focused on the: organizational culture and employee absenteeism, absenteeism and employee performance, employee performance and organizational culture.

Organizational Culture and Employee Absenteeism

According to Kang (2021), organizational culture is the way employees perform assigned tasks and interact with others in the organization. Besides, it refers to symbols and values understood and adhered to by everyone in the organization (Richard, 2018). Organizational culture as can also be understood as individuals' mindset that makes them distinct from others (Kerr, 2005). Thus, it is crucial in determining how employees perform in a company. Unlike other factors like lack of incentives, organizational culture might significantly impact workers' stress (Maswani, 2019). According to Nikpour, (2017), organizational culture represents the collective values, principles, and beliefs of corporate members. Precisely, the culture with the company determines how employees perform and their engagement at the workplace. An organizations' culture affects employee performance since it proposes to employees how to operate (Shahzad, 2014). A strong organizational culture allows for open communication and participation in the decision-making. Accordingly, Shahzad (2014) noted that employee participation, innovation and

risk-taking, reward system, the openness of communication, and customer service orientation are essential parameters in understanding organizational culture's impact on employee performance. Employee participation increases goal acceptance, and it entails delegating tasks based on individual's responsibilities; thus, influencing their performance (Naranjo-Valencia, 2016)

Khuong (2016), asserts that prior literature has also mentioned that not only organizational cultures, but worker's perceived job stress also contributes to organizational inefficiency and finally, decreasing the quality and quantity of job performance thus, causing low job satisfaction (Yozgat, 2013). This implies that employee job stress may cause worker's burnout with serious reduced performance and employees are needed immediate social support AbuAlRub (2004) & Jamal (2011) has proven that there is little doubt that job stress factors can clearly reduce the organizational profit due to low level of job performance. Prior studies have supported the negative linear relationship between the measures of job stress and performance (Hussain, 2019; (Singh, 2018)

According to Federici (2021), the perspective of employee competency, employee adaptability is one of the core competencies of employees which might affect their performance. Precisely, it involves an adaptive response to deal with new environmental situations. Adaptability is the employee's ability to adapt to changes. Besides, adaptability is how individuals cope with change and respond to dynamic environments (Safavi , 2019). Employees with adaptability competency tend to be flexible in dealing with diverse situations and thus, this competency is an increasingly important performance dimension in dynamic contexts than other individual competencies (Kang, 2021; Richard, 2018).

Also, they do not hesitate to cooperate with others to complete tasks accordingly. Workers who have improved adaptability capabilities could overcome their difficult and complex jobs and feel satisfied with their present situations [18]. Organizational Culture emphasizes flexibility, implying that it is in line with employee adaptability competency. Precisely, Organizational Culture enhances workforce flexibility. Kang and Lee (2021) have insisted that adaptability capabilities might be connected with attributes of clan culture. Thus, Organizational Culture supports employee adaptability competency. Contrarily, employee adaptability competency negatively relates to market culture. A market culture stresses stability and individuality, where every person pursues their interests. This culture does not support adaptability since it does not encourage employees to be flexible and cooperate with others to attain the best outcomes.

Customer orientation competency entails serving and helping customers to meet specific demands. Besides, it involves reading the customer facet, delivering service, and keeping customers informed Kanten, (2017). With this competency, employees can ascertain customer needs and find the most appropriate way to satisfy such needs. The current study selected this competency to use one of main factors for this research based on prior studies Kang (2021) & Richard (2018) which suggested a positive relationship between employee customer orientation competency and market culture. Accordingly, product capability and customer orientation significantly correlate, suggesting a positive relationship between market culture and customer orientation (Richard, 2018). The market culture encourages individuality among employees, implying that they can work independently and satisfy customer needs as required. However, Organizational Culture emphasizes cooperation and flexibility among employees; thus, negatively relating to customer orientation competency.

Previous studies have widely explored the organizational culture and employee competency. For instance, the prior studies Kang (2021) & Richard (2018) have extensively investigated different employee competencies and corporate culture, specifically focusing on market and clan organizational cultures. The current research explores the effect of corporate culture and employee competency on workers' stress.

Worker's stress has emerged as a common occupational disease, which has affected employees psychologically and physically; thus, affecting their performance (Murali, 2017). Besides, job stress affects employee outcomes and satisfaction (Wang, 2021). Job stress occurs due to many factors, such as workload, lack of incentives, and motivation (Vijayan, 2017). Besides, there is a need to explore the importance of employees' stress management to enhance workers' performance. Hence, this research provides additional insight into the existing knowledge on the employees' job stress between organizational culture and workers' competency, suspecting reasonably employees who have an adapt-ability competency could be more stressful within market culture than within Organizational Culture and in contrast, customer-oriented workers could be less stressful within market corporate culture than within Organizational Culture.

Absenteeism and Employee Performance

Organizational leaders and business owners are concerned about absenteeism because it affects organizational productivity and profitability. Although relatively few studies on absenteeism and organizational productivity have been conducted, the effect of absenteeism on organizational productivity has been well documented in research.

Demyen and Ciurea (2015) found that absenteeism negated productivity as the production process is slowed down. Absenteeism also resulted in absent employees being paid wages during

their absences, costs for the replacement of staff, and the risk of penalties for late deliveries (Demyen & Ciurea, 2015). These factors may not only result in productivity loss but also reduced profits. This makes it critical for employers to put in place deliberate strategies for managing absences.

The Demyen and Ciurea (2015) quantitative study had very good implications for practice, although the authors did not acknowledge it. By identifying the subtle channels through which absenteeism reduced organizational productivity, Demyen and Ciurea offered some potential tools to organizational leaders to manage absenteeism. In terms of the wages paid to absent employees, for instance, human resource managers may come up with appropriate reward systems that prevent productivity losses. Demyen and Ciurea appear to have overlooked the critical review of the literature on their topic. Apart from omitting to state a clear methodology, Demyen and Ciurea also did not link their study to any problem.

Harris (2014) concluded that employers were willing to increase the job satisfaction of healthy employees who covered the work for sickness absent employees. Because sickness affected productivity negatively, employers were eager to implement some interventions to respond to health-related absence (Harris, 2014). This conclusion by Harris is in agreement with the position of Demyen and Ciurea (2015). In terms of the research plan, however, Harris had a better-structured study. Harris shared a background of the problem, problem and purpose statements, clear research questions, conceptual framework, and results. The choice of a conceptual framework for a qualitative inquiry was appropriate (see Maxwell, 2013) and the congruence of the research elements was evident.

Employee Performance and Organizational Culture

Organizational culture delineates task completion and employee interaction within an organization. Organizational culture shapes how firms operate and perform (Kim, 2018). Abu Khadar (2018) associates culture with the various values, beliefs, symbols, and rituals that direct the functioning style of people with an entity. Apart from binding employees, organizational culture offers direct companies.

Notably, the most challenging task for any company during change may be to transform its culture. Employees may be accustomed to a particular way of working, making it difficult to adjust to new requirements. According to Thi and his colleagues (2021), organizational culture relies on various factors such as company objectives, management style, employee belief system, and operation environment. Therefore, many corporate cultures ranging from well-structured and highly bureaucratic companies to collaborative ones exist (2021). Although these cultures have varying effects on motivation levels and performance, employees tend to work harder to accomplish company goals when they consider themselves part of the organizational environment.

Employee job performance usually depends on the ability of organizations to implement the proper cultural foundation and clear priorities. Addullahi et al.'s (2021) study on the Malaysian educational sector reveals that organizational culture drives job performance by encouraging innovation. Healthy and well-realized cultures tend to attract better and more often innovation than their counterparts with environments that do not value employees (Addullahi et al.'s, 2021). Healthy organizational cultures result in an established pool of professionals who can tackle problems in creative ways. Saha and Kumar (2018) support these findings by describing corporate culture as the moderator of job satisfaction and affective commitment among employees. Highly-

satisfied employees tend to be more committed to the success of their organizations and their colleagues.

Organizational culture also improves employee job performance by emphasizing shared goals and values. According to the previous study Zacharias (2021), a strong company culture implies observing corporate values and mission. A robust culture generates employees with a well-tuned direction sense and facilitates the creation of standard success definitions to allow organizations to develop as teams. Similarly, Narayana (2017) argues that successful companies have cultures centered on decisively held and widely-shared beliefs reinforced by structure and strategy. Employees in such environments recognize how executive management requires them to address any situation and consider the expected reaction to being the appropriate ones (Narayana, 2017). They also understand the concept of reward for employees who demonstrate organizational values. Happy employees are more productive and highly engaged in the workplace (Zacharias, 2021). Organizations with more engaged workers tend to have more revenues compared to those with less-involved ones.

The meaningful relationship between organizational culture and employee performance is a widely-researched topic. Studies such as Christine (2020) help demonstrate this relationship by defining employees as a critical factor in guaranteeing long-standing organizational success and survival. By focusing on Hilton Hotel, United Kingdom, this study indicates that organizations with robust cultures benefit from positive environments that foster unity, uniformity, identity, engagement, and enthusiasm (Christine, 2020). These aspects play a critical part in enhancing job satisfaction and worker's capability. Organizational culture mainly involves cognitive systems explaining how workers reason and make judgements (Lolowang, 2019). These systems also govern communication among employees and with external stakeholders. Although these systems

are intangible, companies seeking to improve employee productivity and performance must address them as the first concern (Pratiwi, 2021; Masoud, 2020). Positive cultures, especially those involving rewards, compensation, training, administrative support, growth opportunities, and communication, encourage increased employee performance.

Kang and Lee (2021) support these findings by emphasizing the need for organizations to develop an employee compensation strategy to achieve a sustainable competitive advantage. Since the role of employees in establishing sustainable competitive advantage is unquestionable, organizations today are increasingly relying on compensation strategies to motivate employee performance. While some researchers have criticized the effectiveness of compensation for encouraging employee performance due to its short-term nature, others support this strategy as a critical aspect of positive organizational culture. Richard and Kang (2018) also note this disagreement among academics about whether organizations should use compensation programs as a strategy to encourage employee performance. These findings help demonstrate why organizations should incorporate various strategies as part of their organizational culture instead of relying on compensation tactics alone since they can be counter-productive in some instances.

Modern-day organizations endeavor to realize profitability, fast growth, continued improvement, and future preparation. Despite this desire, working in a constantly-changing environment makes it challenging for companies to predict these changes (Inanlou, 2017). This unpredictability has resulted in a situation whereby businesses dedicate extensive resources to achieve high performance. Organizations need to identify the factors impacting performance to achieve high productivity. In their study on the linkage between corporate culture and job enjoyment, Maswani and Rina (2019), established that a strong culture is a key to good performance. Positive and robust corporate cultures can encourage brilliant individual

performance. Conversely, weak and negative cultures may cause de-motivation and dissuade outstanding employees from meeting their potential (Nikpour, 2017; Masoud, 2020). These findings demonstrate organizational culture's direct and active part in performance management.

The previous study Oberföll (2018) defined consistency, involvement, mission, and adaptability as the four critical traits of corporate cultures. Organizations with an influential culture empower their people and build their working environment around teamwork and expanding human capacity (Stojanovic, 2020). Consistency, the ability to adapt to shifting business environments, and create change, separate companies with a solid organizational culture from weak ones (Oberföll, 2018). According to Stojanovic' (2020), employees work hard in environments that have a clear sense of direction and purpose. Well-coordinated, integrated, and highly consistent environments are a powerful stability source for employees. Employee performance in such environments often occurs in the form of greater productivity, higher customer satisfaction levels, reduced turnover, lower absenteeism levels, and higher customer satisfaction rates.

Hypothesis

H1. There is a significant relationship between organizational culture and employee absenteeism

H2. There is a significant relationship between employee absenteeism and employee performance

H3. There is a significant relationship between employee performance and organizational culture

Chapter Three

Methodology

Introduction

This chapter explained the proposed research methodology by elaborating the research design, population, sample size and sample selection, research instruments and measures, procedure for data collection, data management and analysis

Research Design

This study adopted the correlational research to find out the relationship between organizational culture, employee absenteeism and employee performance.

Population

A population is a group of people, objects or items from which samples are taken for measurement. Population also refers to the larger group from which the sample is taken (Orondho and Kombo, 2002).

Sample Size and Sample Selection

The sample size and sample selection of this research were defined in the following paragraphs below;

Sample Size

Satisfactory sampling helped in validating research findings and that's why selection of a comprehensively representative sample is crucial (Khan, 2020). The study therefore determined

its sample of 28 respondents in line with the estimates availed by Krejcie and Morgan (1970) as illustrated in table 3.1 below;

Source: Krejcie and Morgan (1970)

Table 3.1: Sample size selection		Population	Sample	Sampling technique
	Respondents	30	28	Convenience sampling

Sample Selection and Technique

Convenience sampling was used, and this referred to a sampling technique that allows the study to draw samples from a source that is conveniently accessible (Speak, Escobedo, Russo & Zerbe, 2018). Still, the convenience sampling technique is often used by most researchers because it's economical and easy to apply compared to other techniques (Taherdoost, 2016). This technique was used to select respondents from the employees of the bank to be randomly interviewed and issued with questionnaires.

Research Instruments and Measures

This section detailed both research instruments and measures of data collection process as follows;

Data Collection Instruments

These comprised of: the interview and questionnaire data collection instruments. Atkinson and Coffey (2003: 420) advocated the utilization of quite one data collection method in conducting research, a technique they refer to as the triangulation technique. The triangulation technique enabled the researcher to use a mix of two methods and thus exploiting the respective strengths of the methods to be used.

Interview Guide

The interview guide is an alternative method of collecting survey data. Rather than asking respondents to fill out surveys, interviewers ask questions orally and record respondents' answers. Interview is a method of information collection, which is explained as a dialogue between two or more people. It's also a special case of social interaction.

Questionnaire Guide

The questionnaire tool was used as a major instrument in data collection because of its convenience and efficiency in the collection of collective and quantitative data to make triangulation feasible (Amin 2005). Questionnaire is a tool for collecting and recording information a couple of particular issue of interest. It's mainly made from an inventory of questions and clear instructions and space for answers or administrative details (Kirklees, 2012). The explanation for employing a questionnaire is that the opinions of respondents is obtained in a very structured manner. Questionnaires are the foremost common method applied to diagnose the functioning of institutions. Also, the self-administered closed-ended questionnaires were scaled along a Five-point Likert scale to collect responses that will ascertain whether respondents strongly Disagreed=1, Disagreed=2, Not Sure=3, Agreed=4 and Strongly Agreed=5 (Croasmun & Ostrom 2011) to the research questions posed.

Data Collection Procedure

The researcher obtained a letter of introduction from the University. This served as an official document permitting the researcher to carry out research. The researcher also distributed printouts of the questionnaires to respondents and observed the required research ethical considerations.

Data Management and Analysis

Validity and Reliability are the two most essential criteria to appraise any data collection management tool (Mohajan, 2017).

Instrument Validity

This is defined as the extent to which the instruments measures what it purports to measure (Allen and Yen 2011). Content validity pertains to the degree which the instrument fully assesses or measures the construct of interest. The questionnaires were carefully designed and tested with a few members of the population for further improvements. This was done in order to enhance its validity and accuracy of data to be collected for the study. Validity of the instrument tool is the degree to which the tool measures will be based on the views that the data will be collected from selected population as content validity index and a validity content text respectively. To ensure content validity, the questionnaire was pre-tested by the research supervisor to declare the validity of questions/items on the instrument. After their ratings and recommendations, the study compute for Content Validity index (CVI) at a threshold of 0.7 (LoBiondo-Wood & Haber, 2014).

Instrument Reliability

Joppe (2000) defines reliability as: The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. Therefore, reliability of the study was maintained by applying similar methodology and data collection techniques at different places of the study geographical scope / case study places.

Data Analysis

Data from the respondents was coded and analyzed using Statistical package for social Scientists (SPSS). Frequency tables were generated to further analyze the respondent's bio data and other information about the variables. Pearson product correlation coefficient was also used to establish the relationship between variables.

Ethical Considerations

As cautioned by Ngotwane (2018), the researcher upheld the research ethics and principles and ensured that such principles were strictly followed. Such ethical principles included but not limited to: respect of intellectual property and authorship through adequate citation and referencing, respect of respondents' informed consent, confidentiality, anonymity, and voluntary participation, and accurate reporting of results of the study since it's for academic purposes only.

The researcher also sought permission from the University's postgraduate office by getting an introductory letter from to allow her to collect data and also assured respondents that the study results were to be purely be for academic purposes.

Chapter Four

Data presentation and Interpretation

Introduction

The research findings presented in this chapter are both descriptive and inferential statistics. The descriptive statistics include: participants Gender and Highest level of Education. The inferential statistics examine the relationship between Organizational Culture, Absenteeism and Employee Performance. Pearson correlation coefficient was used to determine the relationship between the variables of study. Results were presented with the aid of tables and percentages for easier understanding and interpretation.

Table 1: Gender of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	13	46.4	46.4	46.4
Valid Male	15	53.6	53.6	100.0
Total	28	100.0	100.0	

The results in table 1 above indicate that majority of the respondents were male consisting 53.6% of the total respondents. They were closely followed by the female respondents comprising of 46.4%. These statistics indicate an improvement brought about by the government through the strategies targeting the International goal 8 that has provided equal employment opportunities for all, especially women.

Table 2: Highest level of Education of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Degree	12	42.9	42.9	42.9
Diploma	9	32.1	32.1	75.0
Valid Postgraduate	7	25.0	25.0	100.0
Total	28	100.0	100.0	

Results in table two above indicate that majority of the respondents had attained degree level as their highest qualification at the time of the study. These consisted of 42.9% of the respondents and were closely followed by those whose highest qualification was the Diploma and these comprised of 32.1% of the respondents. Least of these had attained a Post graduate as the highest and these comprised 25.0% of the total.

Table 3: Correlation between Organizational Culture and Absenteeism

		Organisational Culture	Absenteeism
Organisational Culture	Pearson Correlation	1	.430*
	Sig. (2-tailed)		.022
	N	28	28
Absenteeism	Pearson Correlation	.430*	1
	Sig. (2-tailed)	.022	
	N	28	28

*. Correlation is significant at the 0.05 level (2-tailed).

The results in table three indicate that there is a significant relationship between Organizational Culture and Absenteeism. The results further show a slight positive relationship between Organizational Culture and Absenteeism, ($r = .430$). Furthermore, since the value of p (.022) is lesser in magnitude than the level of significance at 0.05 ($.022 < 0.05$), the first hypothesis was accepted. This implies that when organizational culture is strong then employee absenteeism is high and vice versa.

Table 4: Correlation between Absenteeism and Employee Performance

	Absenteeism	Employee Performance
Absenteeism	Pearson Correlation	.310
	Sig. (2-tailed)	.108
	N	28
Employee Performance	Pearson Correlation	.310
	Sig. (2-tailed)	.108
	N	28

The results in table four above indicate that there is a significant relationship between Absenteeism and Employee Performance. The results further show a slight positive relationship between Absenteeism and Employee Performance, ($r = .310$). Furthermore, since the value of p (.108) is greater in magnitude than the level of significance at 0.05 ($.108 > 0.05$), the second hypothesis was rejected. This implies that when employee absenteeism is high job performance will be low and the vice versa.

Table 5: Correlation between Organizational Culture and Employee Performance

	Organisational Culture	Employee Performance
Organisational Culture	Pearson Correlation	.542**
	Sig. (2-tailed)	.003
	N	28
Employee Performance	Pearson Correlation	.542**
	Sig. (2-tailed)	.003
	N	28

** . Correlation is significant at the 0.01 level (2-tailed).

The results in table 5 above indicate that there is a significant relationship between Organizational Culture and Employee Performance. The results further show a positive relationship between Organizational Culture and Employee Performance, ($r = .542$). And since the value of p (.003) is lesser in magnitude than the level of significance at 0.01 ($.003 < 0.01$), the third hypothesis was accepted.

Chapter Five

Discussion, Recommendations and Conclusions

Introduction

This chapter presented the discussion of the findings of the study which was done in relation to the study hypotheses and literature review. The first section discusses the relationship between Organizational Culture, Absenteeism and Employee Performance. Furthermore, the chapter looked at, recommendations, conclusions and suggestions for future research.

Discussions

Organizational Culture and Absenteeism

The study hypothesis stated that there is a significant relationship between Organizational Culture and Absenteeism and indeed results of the study showed a positively significant relationship between the two variables.

According to Richard 2018, Organizational culture refers to a workplace's overall ethos, as well as the values and initiatives that set the tone for how managers lead employees. Quite often organizational culture refers to both visible and invisible aspects that affect the way employees respond to their duties in line with organizational goals and vision.

A toxic culture is one dominated by practices and management styles that perpetuate unhealthy habits and conflicts among team members. For example, if the managers in the organization publicly criticize employees, employees are likely to absent themselves because they feel devalued and ridiculed by their seniors. Also if the managers in the organization are not promoting from within but hiring new people to take up new positions, this makes employees

feel like they don't matter or they are not good enough to be promoted, this will make them absent from work most of the time because their efforts are not being rewarded.

Unfavorable work cultures recorded high levels of absenteeism which in order led to high rates of absenteeism and low productivity. This relationship result is in line with The Center for Disease Control and Prevention (CDC) report in which absenteeism in the U.S. was reported to costs employers \$225.8 billion annually in productivity losses, \$1.685 per employee.

According to shahzad (2014), a positive organizational culture facilitates social interaction, teamwork and open communication and it also gives the company a competitive advantage. For example if the managers and fellow employees offer support and compassion in times of need, employees feel valued and part of the organization and this greatly reduces anxiety and increases a sufferers attachment and commitment to the organization hence reducing staff absenteeism.

In conclusion, it is imperative for organizations to ensure the right culture is established and sustained but above all the employees' goals and missions are aligned with the company goals so as to create sync and allow for reduced counterwork productive behaviors such as absenteeism.

Absenteeism and Employee Performance

The study hypothesis stated that there is a significant relationship Absenteeism and Employee Performance. Results of the study also show that there is a slight positive significant Relationship between the variables.

It was observed from the study that absenteeism, whether planned or unplanned led to low levels of employee performance of the absent worker, the company and others that remain at work. These findings are supported with Research by the [European Foundation for the Improvement of Living and Working Conditions](#) which estimated the cost of absenteeism in the workplace could reach around 2.5% of GDP in Europe, adding up to a total cost of absenteeism of \$470 billion in the European Union alone, more than doubling that of the United States.

According to demylen and clurea (2015) Absenteeism can affect individual productivity; when someone works less, they are likely to be less productive. Depending on the skill level of an employee, their absence could also result in a drop in quality, consequently decreasing customer satisfaction.

Furthermore, colleagues who are at the workplace may be overburdened with extra tasks and this can result into disruption of project timelines because the employees may fail to finish their own tasks. A sense of animosity can quickly escalate amongst reliable staff, as they now have to absorb extra responsibilities on top of their existing workload which greatly organizational goals.

Also, in agreement with Meta-analysis results by Hunter & Schmidt, 1990 which revealed a modest but significant tendency for frequently absent employees to be poor performers on many rating and non-rating indices. This frequency could have been as a result of casual sicknesses like flu as reported in, a [2012 study](#) in the United States which showed that illness-related absence averaged at 1.24% from October to May, while during influenza season it averaged 1.35%. absenteeism could also be as a result pf work pressures that bring about burn out and or fatigue as reported by a survey carried out by Liselotte n et al 21 November 2019

among nurses whereby Nurses who had burnout were more likely to have been absent 1 or more days in the last month) and had poor work performance.

Conclusively, it is strongly advised that personnel managers for the various organizations whose performance is being affected due to absenteeism step up their policies in planning for absenteeism and replacing labor gaps in case urgent work need to be done and accomplished. Such plans might involve paid extra time for employees who volunteer to carry extra work load.

Organizational Culture and Employee performance.

The study hypothesis stated that there is a significant relationship Organizational Culture and Employee performance. Results of the study also show that there is a positive significant Relationship between the variables which is an improvement in Organizational Culture led to an increase in Employee Performance.

According kim2018, Organizational culture is a set of practices, values and behaviors that employees experience in a workplace. Culture can either be positive or toxic and this can greatly affect employee performance. For example organizations that have a poor communication system that is to say, employees only communicate with their direct supervisors and no one else, have high levels of staff turnover, lots of internal feuds and negativity, as a result, employee performance levels are very low.

Furthermore, organizations that have a positive culture have increased productivity, engagement and improved employee performance for example, organizations that publically reward and acknowledge employees that performed to their best have happy, engaged and more productive employees.

Also in sync with the results is the study on the Malaysian educational sector (Abdullah et al 2021) which revealed that organizational culture drives job performance by encouraging innovation. Results further revealed that healthy and well-realized cultures tend to attract better and more often innovation than their counterparts with environments that do not value employees. Saha and Kumar (2018) supported these findings by describing corporate culture as the moderator of job satisfaction and affective commitment among employees. Highly-satisfied employees tend to be more committed to the success of their organizations and their colleagues.

Another study focusing on Hilton Hotel, United Kingdom, indicated that organizations with robust cultures benefit from positive environments that foster unity, uniformity, identity, engagement, and enthusiasm (Christine, 2020) and played a critical part in enhancing job satisfaction and worker's capability.

Conclusion

The findings according to table 3, 4 and 5 show that there is a slight positive relationship between organizational culture and absenteeism ($r=.430$), organizational culture and employee performance ($.003 < 0.01$) and absenteeism and employee performance ($108 < 0.005$)

Organizations that need to promote effective and communal organizational cultures should endeavor to place employees' behavioral improvement among the top agenda. This will enable the management to keep fragmented cultures at bay and as well establish a certain level of commitment hence reducing the counterwork productive behaviors like absenteeism. This in turn will ensure that the work load accorded to each individual is carried out well this ensuring high and sustained employee and organizational performance.

Recommendations

The following recommendations were made in line the study finding;

Employers should provide sustainable welfare programs, offer genuine care and concern towards the employees. This will realign employees' perception of how supportive their organizations, increase their levels of self-efficacy, job involvement and perceived organizational support thus contributing more towards a positive organizational culture.

The management and human resource teams should ensure proper delegation of tasks, responsibilities and job challenges in order to keep employees enthusiastic and zealous about their organizations.

Realistic policies of improving employee performance should be put in place by the various policy makers such as government, workers union.

Management should put in place practices to improve workplace culture for example, encourage employee recognition, create and communicate meaningful values.

Organizations should put in place ways on how to deal with employee performance for example, flexible work options should be put in place, reward good attendance publically.

Areas for Further Research

Future research should be carried out on how employees that join the organization can cope up with the new culture, values and policies since less research has been carried out on it.

The study focused on the relationship between organizational culture and employee performance. Future research should be conducted on the relationship between organizational

culture and Counterwork productive Behaviors. This will bring out more insights on why some employees are less involved and concerned in some issues pertaining their current jobs.

The study only focused on the effects of organizational culture on employee performance. More research should be conducted on the various top leadership management skills and how it affects the policies and rules set for employees to follow..

The study on focused on how absenteeism affects employee performance. More research should be carried out to find out how depression, stress and burnout are leading to employee absenteeism at the workplace.

Limitation of the Study.

Some of the respondents were unable to attend to the questionnaire because of the type of work schedules and the busy work environment that was in the bank at the point of data collection.

Categorizing the data collected into meaningful patterns was a great issue, however through being patient and analyzing the data over again was how I solved the problem.

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Appendices

Appendix I: Questionnaire

Dear Respondent, I am conducting a research on “**ASSESSMENT OF THE ORGANIZATIONAL CULTURE, ABSENTEEISM AND PERFORMANCE OF EMPLOYEES**”. Your sincere responses will be highly appreciated if you choose to voluntarily participate and answering questions in the sections below;

Section A: Demographic Background

The following questions provide demographic information about yourself. Please answer all questions and indicate your response by ticking (√) in the appropriate box as requested.

1. What is your gender?

Male 1.

Female 2.

2. What is your level of Qualification?

Diploma 3.

Degree 4.

Postgraduate 5.

Section B: ORGANIZATIONAL CULTURE

	Please specify the extent to which you agree with the following research opinions by ticking the most appropriate response that matches with your level of agreement	(1) Strong Disagree	(2) Disagree	(3) Not Sure	(4) Agree	(5) Strongly Agree
1	I know the organization culture/practices					
2	There is a well observed promotional hierarchy in the structure					
3	Gender balance is observed in the structure					
4	The management employees autocratic leadership in managing the Organization					
5	The management employees democratic leadership in managing the organization					
6	The leaders are fair and impartial when handling all the affairs of the organization					
7	There is transparency and proper flow of information					
8	The managers help the subordinates to operate as a team					
9	The leaders emphasize quality of work at all levels					
10	The leaders focus on opportunities not problems.					

11	The leaders always make sure staff understands all work place policies and procedures.					
12	There is commitment by leaders in the ministry					
13	Employees are committed to their jobs in the ministry					
14	I love my job and I show commitment in executing my duties					
15	We have a positive culture					
16	This company is accepting and inclusive					
17	I agree with organizational values					
18	This organization supports all employees to do their best					

Section C: ABSENTEESIM

Below is the questionnaire formart to find out the reasons for absenteeism of employees at in your organization. Please circle the most appropriate answer basing on experience/what you have seen/observed in your organization.

1. How many years have you been working with your organization?

1.0-1 yr.

2.1-2yrs

3.2-5yr

4.more than 5yrs

2. How often do you remain absent in a month?

1. nill

2.once

3. twice

4.more than twice

3. According to you whats the main reason for employees absent?

1.health problems

2.work dissatisfaction

3.stress

4.working environment

4 .Your views according to the present absenteeism policy of your organization?

1. excellent

2.good

3. Fair

4.don't know

5. Are you clear about your work responsibilities?

1.well clear.

2. good

3. Fairly clear

4.don't know

6. Are you satisfied with your work/the job you do?

1.well satisfied

2.good

3.fairly clear

4.don't know

7. Your views regarding the working environment of your organization?

1. Excellent.

2. Good

3. fair

4.poor

8.How are the relations with your supervisors/coworkers ?

1. Excellent.

2. Good

3. fair

4.poor

9. Your supervisor's behaviors towards your problems/discomfort?

1. Excellent.

2. Good

3. fair

4. poor

10. Your views regarding the facilities provided to you by your organization?

1. Excellent.

2. Good

3. fair

4. poor

Section D: EMPLOYEE PERFORMANCE

8 (a) what describes your level of performance at the organization/Bank? Please mark those that apply as indicated below?

	Please specify the extent to which you agree with the following research opinions by ticking the most appropriate response that matches with your level of agreement	(1) Strong Disagree	(2) Disagree	(3) Not Sure	(4) Agree	(5) Strongly Agree
1	always accomplish tasks on time					
2	I meet set deadlines					
3	I accomplish tasks in the work plan					
4	I always get the resources needed to perform the tasks					
5	I make sure I accomplish my tasks on time					
6	I enjoy the tasks given to me					
7	I don't understand tasks assigned to me					
8	I always receive guidance on tasks assigned					
9	My expected output is pre-determined and made known to me					
10	My outputs are always measured on quarterly basis					
11	I would feel guilty if I do not work as expected					
12	There is a mechanism for measuring quality of products in theministry					

13	I always get guidance towards getting quality products					
14	I always get a feedback on quality of outputs					
15	I always achieve the set targets					
16	I always get reminded in time to meet the deadlines					
17	I always commit myself to achieving the targets					
18	I always get informed of the need to be efficient					
19	Resources are always provided and in good time					
20	I understand what efficiency is about					
21	I understand why there is need for efficiency					
22.	There is a well-illustrated efficiency system in my department					

THANK YOU

Appendix II: Sample Size Determination Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Source: Krejcie and Morgan (1970)

Appendix III: Time Schedule

No	EVENT –ACTIVITIES	JUNE 2022	JULY 2022	AUG 2022	SEP 2022	OCT 2022	NOV 2022
1	Choosing a research topic						
2	Proposal presentation and approval						
3	Data collection						
4	Statistical analysis and report writing						
5	Report handing-in and defense						

Appendix IV: Research Budget

No.	Item Description	Quantity	Unit Cost	Estimated amount
1.	<u>Stationery</u>			
	1. Photocopying	4 reams	10000	40000
	2. Writing Materials	2 writing pads	15000	15,000
	3. Flash disk	and pens		
		8 GB Flash disk	45000	45,000
2.	<u>Personnel</u>			
	1. Research Assistant	6 Assistants	30000	180,000
	2. Typist			
		1Typist	20000	20000
3.	<u>Travel</u>			
	1. To Bank	5 Times	10000	50,000
	2. University			
4.	<u>Consultancy</u>			
	1. Data Analysis	Twice	25000	50000
4.	<u>Miscellaneous</u>			45000
5.	<u>Sub total</u>		= 141,000	
6.	<u>Total</u>			Ugshs. 445,000/=

END