



ORGANISATIONAL CULTURE, COMMUNICATION DYNAMICS, ORGANISATION COMMITMENT AND EMPLOYEE PERFORMANCE IN GOVERNMENT AGENCIES

ABSTRACT

The purpose of the study was to examine the relationship between organizational culture, communication dynamics, organization commitment and employee performance in government agencies. This was because employee performance in government agencies leaves a lot to be desired this is probably because of the declining social values such as honesty, integrity, impartiality and fairness. Hence the objectives of the study were to examine the relationship between organization culture and employee performance, to establish the relationship between communication dynamics and employee performance, to establish the relationship between organization commitment and the employee performance and to examine the relationship between organization culture, communication dynamics, organization commitment and employee performance.

The study used a cross sectional research design and the sample size of 361 employees in the different government agencies was considered. It was found that there is a positive significant relationship between organizational culture and employee performance ($r=.474^{**}$, $p<.01$), there is a significant positive relationship between communication dynamics and employee performance ($r=.489$, $p<.01$). Results further show that organization commitment is positively related to employee performance ($r=.502$, $p<.01$). Organizational culture, communication dynamics and organization commitment can predict 32.7 percent of the variance in employee performance in government agencies (Adjusted R Square = .327). Organization commitment (Beta =0.296, $p<.01$) is a significant predictor of employee performance, followed by organizational culture (Beta=0.189, $p<.05$). Communication dynamics ($P=0.182$, $p<0.05$) is also a significant predictor of employee commitment. The study conclusion was that those addressing the poor performance of employees are using the wrong strategy and that is why the problem persists. Therefore, priority should be given towards addressing organization commitment over other variables such as organizational culture and communication dynamics in order to ensure better levels of employee performance in government agencies. It was recommended that the government of

Uganda needs to seriously consider imparting work values, beliefs and norms among the staff in their agencies, managers need to pay special attention to antecedents of organization commitment. More to that, government agencies need to further boost employee commitment by sponsoring and engaging in social activities.