

IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEES' PERFORMANCE - SPECIAL REFERENCE TO NON – ACADEMIC EMPLOYEES OF EASTERN UNIVERSITY, SRI LANKA

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ABSTRACT

This study was motivated by Impact of Organizational Culture on Employees' Performance. Special reference to Non – Academic Employees of Eastern University, Sri Lanka. Their performance was considered to be insignificant due to the following indicators: (1) some employees were less responsible resulting poor performance in carrying out the task; (2) some employees lack discipline in carrying out tasks such as coming and leaving work not following the applicable regulations; (3) some employees carried out their tasks not following the applicable guidelines (resulting poor quality of work); (4) There were delays in reporting by employees.

This study is followed by quantitative research approach and primary data is gathered through survey method by using structured questionnaire of five point- Likert scale method from non-academic Employees at Eastern University Sri Lanka. According to the Cadre Book 2017, EUSL 344 non-Academic employees working at main campus, Eastern University Sri Lanka. Among 253 non-academic Employees are selected through method of simple random sampling. As a sample size by using Morgan table, response rate was 200 (75%). The collected data analysed by using Statistical Package of Social Science (SPSS) through statistical techniques such as validity and reliability testing, descriptive statistics, correlation analysis, regression analysis and hypothesis testing.

This study has used multiple regression for formulating the regression equation. Findings of this study found that there is a significant effect of Innovation, attention to task and Outcome orientation impact to the organizational culture on Employees Performance.

1.0 INTRODUCTION

1.1 Background of the Study

An organization is a consciously coordinated social unit composed of two or more people that functions on a relatively continuous basis to achieve a common goal or set of goals (Robbins & Judge 2012). This formal and definite unit has many different objectives to achieve to ensure its long-term survival, growth and ultimately earn profits (Masters 2011). One of the major resources that organizations have is their employees to achieve their goals and objectives. They contribute their efforts to gain organizational objectives through performing their roles; more simply, performing their jobs. Kokemuller says that for companies that consider employees their most valuable assets, human resources have extreme value. In the most general sense,

human resource serves to motivate employees to top performance and maintain an organizational culture of high morale. Cascio (2006, as cited in Shahzad et al. 2012) further elaborates that the job of an employee is built up by the degree of achievement of a particular target or mission that defines boundaries of performance. As Brooks in 2006 (as cited in Awadh & Alyahya 2013) states, the employee performance would be considered as the backbone of an organization. However, employees' job performance can be affected by many factors both internal and external. Kottawatta in 2007 explains that the employees in an organization are affected by many factors to determine their job performance. Then it is clear that organizational culture is one of those factors that affects the employees' job performance.

Employee performance and culture are two of the most important workplace concerns, according to almost 87% of the firms. The simple answer is to focus primarily on strengthening organizational culture. Employee performance will be naturally impacted by the culture that exists inside the firm every single day. The level of happiness and acceptance that employees feel toward the culture determines how engaged they are at work. Employees at companies with engaged cultures, on the other hand, tend to be content, productive, and open. As a result, these organizations are able to keep their best employees and expand considerably more quickly. Simply said, a productive workplace culture encourages engagement, increased employee satisfaction, and productivity. Contrarily, a hostile work environment might have an impact on productivity.

Organizational culture, in addition to having implications for employee performance, is an effective control tool influencing employee behaviour. Organizational rules and regulations are ineffective at controlling and managing employee behaviour. For example, when a corporation is attempting to improve the quality of its customer service, regulations may be ineffective, especially when the difficulties presented by clients are unique. Creating a customer service culture, on the other hand, may yield greater outcomes by encouraging staff to think like consumers, knowing that the company priorities are clear in this situation. As a result, the capacity to recognize and affect organizational culture is a vital tool for managers to have in their toolbox when performing both their regulating and organizing functions.

2.0 PROBLEM STATEMENT

As many researches written factors such as the managerial policies, the behaviour of the managers toward the employees and their rarely chances and information gap might have major influence on the impact of organizational culture on employee performance according to Oparanma (2010). The organizational culture has great effect on the variety of organizations process, employees and its performance. So that when employees are committed and having the same norms and value as per organizations have, could increase the performance to achieving the whole organizational goals as argued by Shahzad, Luqman, Khan, & Shabbir (2012).

Aluko (2003) examined that there a significantly positive relationship between organizational culture and employee's performance, and found that an organizations and its employees were not performing and working together very well because of weak culture. The organization's weak culture may cause lack of involvement, consistency, adaptability, and mission.

This Studies strongly indicate that organizational culture is a competitive advantage that most companies ignore or are not aware of. But when used right, this can retain your top layer of talent, boost performance and productivity, and create self-reliant, independent, and responsible employees and also

Therefore, this study argues that there is a positive impact of organizational culture on employees' performance.

Though there are several researches have been done in this area, research on this field especially in university also in Sri Lankan context is very rare. Thus, this research will fulfil the empirical gap. For the research purpose non-academic employees at Eastern University has been selected.

Therefore, this study finds, "Impact of organizational culture on employees' performance. Evidence from Non – Academic employees at Eastern University Sri Lanka"

2.1 Research Question

1. What is the impact of Innovation on Non - Academic Employees' Performance at Eastern University Sri Lanka?
2. What is the impact of Attention to task on Non - Academic Employees' Performance at Eastern University Sri Lanka?
3. What is the impact of Stability on Non - Academic Employees' Performance at Eastern University Sri Lanka?
4. What is the impact of Outcome orientation on Non - Academic Employees' Performance at Eastern University Sri Lanka?
5. What is the impact of Team orientation on Non - Academic Employees' Performance at Eastern University Sri Lanka?

2.2 Research Objectives

The general objective of this study is to analyse the impact of organizational culture on employee performance and the following are the specific objectives:

1. To identify the Innovation and risk impact on the Non - Academic Employees' performance at EUSL?
2. To identify the Attention to task impact on the Non - Academic Employees' performance at EUSL?
3. To identify the Stability impact on the Non - Academic Employees' performance at EUSL?
4. To identify the Outcome orientation impact on the Non - Academic Employees' performance at EUSL?
5. To identify the Team orientation impact on the Non - Academic Employees' performance at EUSL?

2.3 Significance of the Study

This study on "the Impact of organizational culture on employees' performance. Evidence from Non – Academic employees at Eastern University Sri Lanka" in the following ways: It will

enlighten Non-Academic employees in Eastern University Sri Lanka the need for better organizational culture as the result from this study will guide them in selecting and adopting better organizational culture in the organization for better employee performance.

This study help to Understanding how organizational culture of the Eastern University Sri Lanka influences employee performance can lead to improvements in an organization's overall performance. A positive culture can motivate employees to excel, which can, in turn, Innovation and risk, attention to task, Stability, outcome orientation and Team Orientation.

This study will be contributed to academic research and the development of management theories. It adds to the body of knowledge in the fields of organizational behaviour, human resource management.

This research will be a contribution to the body of literature in the area of the impact of organizational culture on the performance of quantity surveying in Eastern University Sri Lanka, thereby constituting the empirical literature for future research in the subject area.

And also Findings from studies can inform the development of organizational policies and best practices that can be applied across industries to improve performance and culture.

2.4 Scope of the Study

This study on the Impact of organizational culture on employees' performance. Evidence from Non – Academic employees at Eastern University Sri Lanka will cover the Eastern University Sri Lanka by carefully examining their organizational culture and its effect on employee performance with a view to attain the organizational goal. And to identify the relationship and the proportion between these two related topics of organizational culture and employee's performance and demonstrate how great they effect or impact each other either in a direct or an indirect way or either positively or negatively.

And also evaluate the elements and types of organizational culture such as: values and norms, Leadership, communication, employee empowerment, growth opportunities and professional development, and determine how differently they impact and improve the performance of employees within organizations.

All-over the study will cover an overview of factors militating against employee performance.

2.5 Limitation of the Study

Limitation of study is known as weaknesses or drawbacks that researchers face while doing research (Kent 2009). There are some limitations associated with this study.

- Some questionnaires are not fully completed by staff.
- Some questionnaires were not filled and returned with in specific time frame.
- Participants' willingness and flexibility to allocate sufficient time for the interview because of their busy schedules.
- Potential personal bias of participants based on their longtime experiences in the University.

3.0 LITERATURE REVIEW

3.1 Impact of Organizational Culture on Employees' Performance

This section highlights some literature and findings from previous researches regarding the relationship (impact) between organizational culture and employees' performance. First, according to Agwu (2014), the researcher has proved that there is a significant relationship between organizational culture and employees' performance and a good culture indicates the improvement of the working efficiency and effectiveness of employees. Some suitable training, team building activities, and funding are encouraged to be given to support employees in terms of their performance. Second, this research was conducted in Bangladesh by using a qualitative approach to study the relationship between organizational culture and working performance and output. It deduced a significant impact of culture within an organization on performance and working output (Uddin, Luva, & Hossian, 2013). The third study is by Al-Dwailah (2007), Handy's model was applied to study the impact of organizational culture on employees' performance. This study brings to light the actuality of a significant relationship between organizational culture and performance in the corporate. The fourth study is represented by Al-Waqfi (2004) with two parts of respondents: employees and customers of banks. The study was carried out with a mixed method approach. The respondents proved to have a poor sense of culture and performance cognition, yet, there is still a positive relationship between culture and performance. The fifth study goes to one research conducted in a university by Khalif, Dahie, Mohamed, & Eid-Ga'amey (2017). The study was carried out to study the respective relationship between competitive, consensual, entrepreneurial culture and performance. Correlation analysis brings to light that those three types of cultures mentioned above are deduced to impact positively on employees' job performance in the university in Mogadishu. Organizational commitment has a close relationship with a performance where employees who perform well reflect good performance. Sixth, according to Afaneh, Khaireddin, Sanjuq, & Qaddoumi (2014), a study to determine a relationship between culture and organizational commitment was conducted over the universities in Jordanian. The result proved that commitment is positively impacted by collective culture all over the universities. Eighth previous research is executed by Mohamed & Abukar (2013) to examine the relationship between culture and workers' job performance among the universities in Mogadishu. After analysing data with SPSS, it can be concluded that good organizational culture brings along good workers' working performance, and it is significant. The recommendation given is to encourage the enhancement of employees' working ability for excellent output. The ninth paper referred to is conducted in the Indian banking sector to study the relationship between corporate culture and employees' performance. Banking employees are selected as targeted respondents for this study and more than half of them have agreed that organizational culture does impact employees' job performance and it enhances productivity and working output positively (Gunaraja, 2014). Referring to the tenth previous paper by Stephen and Stephen (2016), the research was carried out in a university in Amassoma with participation by 100 respondents (employees) for data collection regarding the impact of organizational culture on employees' working performance and satisfaction. In the final result, the researchers deduced that support culture is the kind of culture that provides a positive effect on working performance and satisfaction. Eleventh, according to the study by Emeka and Philemon (2012) which focused on the manufacturing industry in Enugu, Nigeria, after analysing and interpreting the data, the researchers have summarized that culture within the industrial companies is proved to

positively affect job performance. Moreover, the organizational culture is indicated to enhance the effectiveness of the productive effort. The last paper was conducted in the telecommunication sector in Singapore by Paschal and Nizam (2016). Each of the elements in Hofstede's model was applied to study the relationship between organizational culture and employees' performance, namely, ritual, heroes, values, and symbols. Except symbol, the result of the study has demonstrated that another three elements are proven to have an extreme and significant effect on employees' job performance. There are several review papers developed by past researchers to study, indicate and deduce the impact (effect; influence) of corporate (organizational) culture and employees' performance (Awadh & Alyahya, 2013; Narayana, 2017; Abu-Jarad, Yusof, & Nikbin, 2010)

3.2 Organizational Culture

Organizational culture has various definitions. Every researcher and scholar possess their own understanding of this term. Researchers in various disciplines like Sociology, Anthropology, Organizational Behaviour, Business Communication and Management Sciences have defined organizational culture. Based on Cambridge dictionary, culture represents the lifestyle, specifically the typical customs and philosophies, of a certain group of individuals at a specific period. Robbins (2000) defines organizational culture as a system of common meaning apprehended by employees which differentiate one company from another. A researcher defines it as a behaviour or collaboration of people within a firm (Needle, 2004).

According to Titiev (1959), the learning process taken from organized part of possession developed the idea of culture. Administrative Science Quarterly (Pettigrew, 1979) defines the organizational culture as beliefs, a set of philosophies, attitude, approaches, expectations, anticipation, opinions, standards and values. Organization culture comes from the set of assumptions that employees have achieved during the learning process of managing problems (Schein E., 1995). The organizations set standards and then the employees' performance is measured accordingly. The performance is indicated to be well, if the assigned task is performed with accordance to standards (Kenney et.al, 1992). When an employee puts effort, and consequently achieves organizational objectives at the workplace, this is called performance. (Casico, 2006)

Based on the arguments of Penrose (1995) core and network are considered two key capable organizational paradigms. She states that companies and researchers need to focus on these factors because they form the conduct or behaviour of markets along with the impact of free-market rivalry. Therefore, companies which can adjust to their core values and can also acquire the network have the bright future in the existing market. Form this argument it is obvious that the development of organizational culture founded by core values and given theoretical argument establishes a link between the organizational culture and its components with the performance of this company. Recent research perceives that the firms are the node of social groups. Hence, the cultural capabilities and core coherencies can determine the growth process of business as well as performance. In one of his early and well know work (Hofstede, 1980), he compares organizational culture with software of the intellect. Therefore, the organizational culture plays a crucial role in designing the strategy, behaviour, and performance of employees. Organizational culture can remain a focal point when conducting research in a firm.

A study by Wallach (1983) recognizes the dominant features of organizational culture, and it also explains and simplifies the findings of (Hofstede, 1980) concerning the culture. Culture and high financial performance are significantly and strongly linked to each other (Peter & Waterman, 1982). Another study conducted by (Kotter & Heskett, 1992) states that the activities of an individual in culture scenery reproduce the configuration of the learned mind course during the period of their lives which will result in to variations among performers. The socioeconomic value of an organization is effectively related to the coexistence of organizational culture and organizational performance. Schein (2006) highlights that one of the critical factors which gives the company ability to overcome the challenges, adjust managerial procedures and achieve effectiveness is appropriate and solid corporate culture. Organization culture and the employee performance show a significance correlation (Sheridan, 1992).

While it is universally accepted that organizational culture and job performance are interrelated, several scholars (Ogbonna, 1993; Willmott, 1993; and Legge, 1994) (Willmott, 1993) express concerns regarding these associations. Hence, Denison (1990) and Gordon and DiTomaso (1992) confirm the association. However, this study relates the relationship only in a contextual approach and to specific conditions or situations. Additionally, the mentioned researchers state the culture likely enhances performance only if it corresponds with variations of environmental aspects in the framework. Recently, scientific research claims that cultural characters are not prone to copy and consequently, it can be the foundation of organization sustainability. According to Barney (1986) sustainability is subject to morals, paucity and sustainability of the culture concerned. The common beliefs and values of employees in a company have a strong relationship with culture (Marttin & Terblanche, 2003).

According to Magee (2002), the organization culture is fundamentally associated with the employee performance. Therefore, performance is depended on organizational culture. The understanding of the organization of the culture sustainability will encourage the firm to a large extent to improve its performance in the long term (Hellriegel & Slocum, 2007). A number of theoretical models affirm that the companies which develop an effective human resource system by supporting the values, these systems possibly forms a constructive influence on individuals' attitudes and comporment. Consequently, it will expedite the performance of the organization (Ferris, et al., 1998).

There is a positive and statistically significant association connecting organizational culture and employee performance (Salehipour & Ah mand, 2018). A recent study titled culture and employee performance, found that the culture has a meaningful impact on personality as well as the commitment of the employee but it does not have a statistical significant influence on the worker performance (Sahertian, Setiawan, & Sunnaryo, 2019). A crucial dimension of organizational culture, namely innovative culture exerts a significant and beneficial influence on the employee performance (Nwakoby, Okoye, & Anugwu, 2019) .Another study conducted by Mohammed and Mohsin (2020) shows the effectiveness of the organizational culture and how the organizational culture helps to achieve management requirements. Moreover, organizational culture also influences the managerial performance and knowledge management in various organizations (Rashid & Bin Yeop, 2020)

3.3 Employee Performance

Generally, employees' performance can be described as an extent of one employee in meeting the role targets as expected and planned in the first place (Katz & Kahn, 1978). In a relationship between employer and employee, employees' performance can be known as a core variable. The degree of accomplishment of an employee is reflected in terms of employees' performance. The ability of an organization in designing and developing plans of action will decide the achievement of its targets and objectives (Wade & Recardo, 2001). Managers need to make sure the employees work under he or she are achieving a standard working performance as expected; managers should make sure those employees who either work as a team or individually are familiar with their responsibilities and roles. In short, an excellent job performed means one employee creating a high standard of service and product. Employees' performance help reduced business difficulties such as poor productivity and overall inefficiency.

Method to assess employees' performance can be developed into three: they are appointing jobs with expectations, encouraging their working achievements, and assessing their performance with some comments given after that.

3.4 Empirical Reviews on Organizational Culture and Employee's Performance:

Many researchers investigated the relationship between organizational culture and performance. Studies have shown that the relationship between many cultural attributes and employees 'performance has not been consistent over time (Denison, 2015). Lunenburg (2011) investigated the relationship between organizational culture and performance and stated that organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace. An organization 's culture can have an impact on organizational effectiveness. And the author adopted Peters and Waterman generalized concept of excellence. They identified several attributes that characterize excellent organizations: a bias toward action; close to the customer; autonomy and entrepreneurship; productivity through people; hands- on, value driven effort; sticking to the knitting; simple form, lean staff; and simultaneous loose-tight properties. And also, the author adopted Theory Z which was developed by William Ouchi (1980) as an approach to excellence. And the features of Theory Z which apply to schools include the following: trust, subtlety, and intimacy; shared control and decision making; skills training; motivation through self-interest; equitable reward system; and quality education. And the researcher recommended the following suggestions. First, knowing the culture of an organization allows employees to understand both the organization's history and current methods of operation. Second, organizational culture can foster commitment to the organization's philosophy and values. Third, organizational culture, through its norms, serves as a control mechanism to channel behaviours toward desired behaviours and away from undesired behaviours. Finally, certain types of organizational cultures may be related directly to greater effectiveness and productivity than others (Lunenburg, 2011)

Marcoulides and Heck (2013) researched the Organizational Culture and Performance: Proposing and Testing a Model concerning how an organization's culture affects organizational performance. And demonstrate the application of LISREL modelling methodology to estimate and test this model. And hypothesized three interrelated dimensions: a socio-cultural system of the perceived functioning of the organization's strategies and practices, an organizational value

system, and the collective beliefs of the individuals working within the organization. The researcher measured organizational culture by several latent variables which are: organizational structure and purpose, organizational values, task organization, climate, and individual values and beliefs.

Ojo (2011) examined various concepts on organizational culture and strives to ascertain the importance of relationship between organizational culture and corporate performance in business context. The study adopted survey research design. The researcher chose Nigerian employees in commercial banking industry as population of his study. The researcher's findings drawn that organizational culture plays a vital role in an organization's general performance.

Aluko (2013) examined that there a significantly positive relationship between organizational culture and employee 's performance, and found that an organization and its employees were not performing and working together very well because of weak culture. The organization 's weak culture may cause lack of involvement, consistency, adaptability, and mission.

3.5 Innovation

The relationship between innovation and employee performance has become a subject of growing interest in contemporary management literature. This literature review aims to synthesize existing research findings on how innovation behaviour influences the performance of employees in organizations. By understanding these dynamics, organizations can better harness innovation enhance overall employee performance. Innovation can be defined as the generation and application of new ideas, products, processes, or business models. Several studies have examined the positive impact of innovation on employee performance. Amabile (1988) argues that engaging in innovative activities can enhance employees' intrinsic motivation and job satisfaction, ultimately improving their performance. This perspective highlights the role of creativity in innovation. Damanpour (1991) suggests that innovation contributes to organizational learning, which, in turn, leads to improved employee performance. This emphasizes the importance of a learning culture in innovative organizations. Research by Bass and Riggio (2006) indicates that transformational leaders who promote innovation inspire higher levels of performance among employees.

Risk-taking behaviour can be seen as a component of innovation. Employees who are willing to take calculated risks often exhibit unique skills and can contribute significantly to their organizations. Edmondson (1999) argues that creating a psychologically safe environment where employees feel comfortable taking risks can lead to higher performance levels. Lumpkin and Dess (1996) propose that organizations with an entrepreneurial orientation, which includes risk-taking, tend to have higher employee performance outcomes.

The interaction between innovation and risk-taking behaviour is complex and dynamic. Some studies have explored this intersection: O'Reilly and Tushman (2013) discuss the concept of innovation ambidexterity, where organizations balance exploration (innovation) and exploitation. They suggest that achieving this balance positively affects employee performance. Wang and Ahmed (2007) suggest that certain factors, such as leadership style

and organizational culture, can moderate the relationship between innovation and employee performance.

3.6 Attention to Task

Organizations invest significant resources in hiring, training, and retaining talented employees. However, a key factor that often receives less attention is the employee's ability to pay attention to tasks and stay focused. This literature review aims to explore the relationship between attention to task and employee performance, shedding light on the various dimensions of this connection, and the implications it holds for employers. Attention is a finite cognitive resource. Limited attention can result in reduced task engagement and lower performance (Kahneman, 1973). The attentional control theory (Eysenck et al., 2007) emphasizes the role of attention in task execution, suggesting that fluctuations in attention levels can impact performance. Task complexity, novelty, and importance influence attention allocation (Mackworth, 1968). Attentional demands vary across tasks, affecting an employee's ability to focus (Wickens, 2008). Studies have shown that employees with higher attention to task tend to produce higher-quality work (Snyder et al., 2002). Attention to task is positively correlated with task completion rates and productivity (Jex et al., 2011).

Improved attention can lead to a reduction in errors and mistakes, contributing to better overall performance (Reason, 1990). Attention lapses can result in costly errors, particularly in safety-critical industries (Wickens et al., 2008). Individual differences in attentional control, such as personality traits, can impact an employee's ability to stay focused (Matthews et al., 2002). Fatigue, stress, and mental health also affect attention levels (Liu et al., 2015). Organizational culture and leadership can promote or hinder attention to task. Supportive environments tend to foster better attention (Davenport et al., 2010). Technological distractions and workplace design can influence attention (Mark et al., 2020). Attention to task plays a crucial role in shaping employee performance. Employees who can effectively allocate and sustain their attention tend to produce higher-quality work, reduce errors, and enhance productivity. Understanding the factors influencing attention and implementing interventions to improve it can be vital for organizations seeking to optimize their workforce's performance. Future research in this area should explore the long-term effects of attention to task on employee well-being and organizational outcomes.

3.7 Stability

Employee performance is a critical factor for organizational success, and understanding its stability over time is essential for effective human resource management. This literature review aims to explore the various factors that contribute to the stability of employee performance. Job satisfaction is often linked to employee performance stability. A study by Judge et al. (2001) found that employees who are satisfied with their jobs tend to maintain higher levels of performance over time. Satisfied employees are more likely to be engaged and committed to their work, leading to consistent performance. Effective leadership and management play a pivotal role in maintaining stable employee performance. Research by Avolio et al. (2009) suggests that transformational leadership, which inspires and motivates employees, can have a long-lasting positive impact on performance. Organizational culture can significantly influence the stability of employee performance. Denison's (1990) research demonstrated that

organizations with a strong, positive culture tend to have more stable and high-performing employees. A culture that values performance and supports employee growth can lead to sustained excellence. Investing in employee training and development programs can enhance performance stability. A study by Baldwin and Ford (1988) found that employees who receive regular training are more likely to maintain high performance levels as they acquire new skills and knowledge. Compensation and rewards systems can affect performance stability. Research by Milkovich and Wigdor (1991) highlights the importance of fair and competitive compensation packages in motivating employees to consistently perform at their best. The design of jobs and role clarity also impact performance stability. Hackman and Oldham's (1980) Job Characteristics Model suggests that when jobs are designed to be meaningful, challenging, and provide autonomy, employees are more likely to sustain high levels of performance. Engaged employees are more likely to maintain stable performance. Research by Harter et al. (2002) shows that engaged employees are emotionally invested in their work, resulting in consistent effort and commitment.

Achieving a balance between work and personal life is crucial for performance stability. Studies by Kossek and Ozeki (1998) and Greenhaus and Allen (2011) emphasize that employees who have a healthy work-life balance are less likely to experience burnout, leading to more stable performance. Factors like job insecurity and high levels of stress can negatively impact performance stability. Research by Sverke et al. (2002) and Lazarus (1999) suggests that employees who perceive job insecurity or experience chronic stress are more likely to see fluctuations in their performance. The important to note that the stability of employee performance is not guaranteed and can be influenced by changing circumstances both within and outside the organization. Therefore, ongoing monitoring and adaptation of strategies are essential to ensure sustained high performance among employees.

3.8 Outcome Orientation

To begin, it is essential to define and understand what outcome orientation entails within an organizational context. Scholars such as Simons (1995) emphasize that outcome-oriented organizations prioritize clear objectives and measurable results. This concept can be divided into several dimensions, including goal specificity, performance feedback, and accountability mechanisms (Kaplan & Norton, 1992). Several theoretical frameworks have been proposed to explain the relationship between outcome orientation and employee performance. One prominent framework is the Goal-Setting Theory by Locke and Latham (1990). This theory posits that setting clear and challenging goals can significantly improve employee performance. Outcome orientation aligns with this theory by emphasizing the achievement of specific outcomes. A significant body of research has explored the impact of outcome orientation on employee motivation. Studies by Deci and Ryan (1985) suggest that when employees understand the outcomes they are expected to achieve and receive feedback on their progress, their intrinsic motivation tends to increase. This, in turn, can lead to higher performance levels. Performance appraisal systems within outcome-oriented organizations often play a critical role. Researchers like Buckingham and Goodall (2015) argue that frequent feedback and performance evaluations can enhance employee performance. Outcome-oriented organizations are more likely to implement robust performance appraisal systems, which can have a positive impact on employee performance. There is also evidence to suggest a relationship between outcome orientation and job satisfaction. Researchers like Judge et al.

(2001) have found that employees tend to be more satisfied when they work in organizations that are outcome-oriented. Higher job satisfaction can, in turn, lead to increased employee engagement and performance. While outcome orientation can have several positive effects on employee performance, it is not without its challenges. Researchers like Rynes and Gerhart (2000) caution that excessive emphasis on outcomes can lead to unethical behaviour or gaming the system, which may ultimately harm performance. Leadership plays a crucial role in promoting outcome orientation. Transformational leadership styles, as described by Bass and Riggio (2006), can be particularly effective in fostering a culture of outcome orientation, which can positively impact employee performance. Outcome orientation within organizations has a significant impact on employee performance. Research indicates that it can enhance motivation, job satisfaction, and overall performance levels. However, achieving a balanced approach that avoids potential pitfalls is essential. Moreover, leadership plays a crucial role in implementing and maintaining outcome-oriented cultures. Future research should continue to explore this complex relationship, taking into account different organizational contexts and industries.

3.9 Team Orientation

Team orientation refers to an individual's propensity for functioning as part of a team and the degree to which individuals prefer to work in group settings for task accomplishment (Driskell and Salas, 1992). Team orientation is generally viewed as stable enough to affect how individuals respond to a particular situation, but can be changed over time through experience (Wageman, 1995; Eby and Dobbins, 1997). Team orientation is defined as the degree to which the organisational members stress collaboration and cooperation in performing business activities and in making business decisions (Hult and Nichols, 1999). Team orientation is a general disposition inclining some individuals toward working in groups or teams (O'Shea et al, 2004). Team orientation means state of being directed as a team (Anton Arulrajah and Opatha, 2012). From the above definitions of team orientations, for this study purpose, we can define that team orientation means extent to which the employees of an organization have really directed and committed towards team works. On the other hand, it is about state of being orientated or directed towards in team works in achieving organization 's goals and objectives.

4.0 METHODOLOGY

4.1 Organizational Profile

The Eastern University Sri Lanka (abbreviated as EUSL) is a public university in Vantharumoolai, Eastern Province, Sri Lanka. It was established on 1 October 1986. The university was preceded by the Batticaloa University College established on 1 August 1981 which was started in the buildings of the Vantharumoolai Madya Maha Vidyalayam.

At present, the Eastern University, Sri Lanka has a main campus at Vantharumoolai, Trincomalee Campus at Trincomalee, and the Swami Vipulananda Institute of Aesthetic Studies (SVIAS) at Kalladi, with the facilities of Library Network, Centre for Information and Communication Technology and Sports.

Like all public universities in Sri Lanka, it receives the bulk of its funding from the University Grants Commission (UGC), which is a part of the Ministry of Higher Education in Colombo.

The administration of the university is mainly managed by the University Council and the senate. In the administration, the vice-chancellor is the chief executive officer and the academic and administrative head of all activities of the university, whereas the Registrar is the manager of all non-academic administration. The Administration Branch, Examination Branch, Establishment (Academic), Establishment (Non- Academic), Welfare Branch, Bursar the custodian of funds and overall in charge of financial activities of the university managing Supply Branch, Accounts Branch, Payments Branch.

4.2 Over All Research Design

Research design is the framework of research methods and techniques chosen by a researcher to conduct a study. This study employed a quantitative research design. Some of the quantitative research designs that would be employed to address the research questions included descriptive and correlational designs. In order to obtain a validity estimate, the descriptive design may involve a sample population of nearly hundreds or thousands of subjects. A correlational design will be utilized to identify and assess the relationship between the independent and dependent variables of this study. Online Questionnaires would be employed as the data gathering method in this investigation. The online questionnaires (google form) would be prepared and send to the respondents from Eastern University Sri Lanka through online via Email and WhatsApp

4.3 Target Population

The totality of all individuals, events, or components about whom the researcher aims to draw conclusions might be referred to as a target population (Huysamen, 1994). For this research purposes all Management Assistant, Technical Officers, Works aids employed by the selected Eastern University Sri Lanka is chosen as the study population.

Category	Target	Sample	Sampling Techniques
Technical Officers	47	42	Simple random
Management	144	105	Simple random
Works aids	145	106	Simple random
Total	336	253	

4.4 Sampling Frame / Techniques

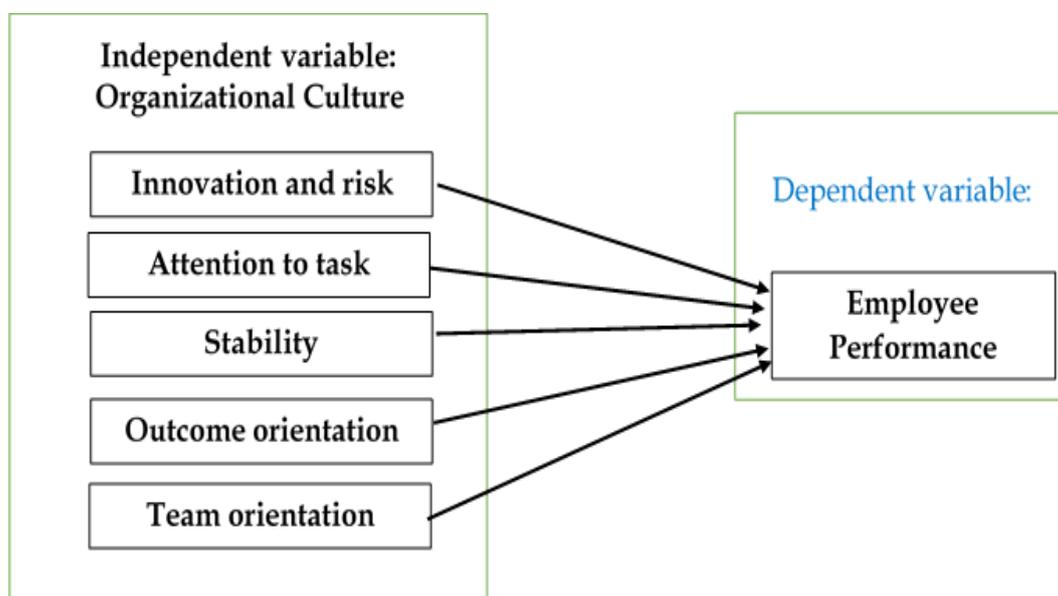
A sample is known as a sub-set or part of the target population. According to Mugenda & Mugenda (1999), sampling is the process of choosing subjects or cases to be included in a study of a representative of the target population. This study had been organized to collect data from the non - academic employees working at Eastern University Sri Lanka. To make the selection effective sample is collected through simple random sampling.

The research study is concerned with impact of organizational culture on employee performance. Then the research population is seen large or in extreme, because it is difficult to

take as a whole population for the research. According to (Carder Book – 2017, Eastern University Sri Lanka) 344 non - academic employees are working in Eastern University Sri Lanka. From those 344 non - academic employees, I selected 263 non - academic employees as sample. Simple random sampling involves selecting the sample at random from the sampling frame. I also find out this sample size using Morgan table. (Krejcie, R.V., & Morgan, D.W., (1970).

4.5 Conceptualization

The conceptual framework (Figure 3.1) is illustrated as follows to help explain the impact of organizational culture on employees' performance at Eastern University, Sri Lanka.



Factors can be classified as dependent variables and independent variables in accordance with the conceptual framework presented above. Innovation and risk, Attention to task, stability, outcome orientation and Team orientation are considered independent factors. Employee performance is the dependent variable.

4.6 Hypothesis

Hypotheses are used to identify the impact of organizational culture on employee performance at Eastern University, Sri Lanka. Therefore, following hypotheses were advanced in the study to be tested.

H1: There is a significant impact of Innovation and risk on non-academic employees' performance in Eastern University of Sri Lanka.

H2: There is a significant impact of Attention to task on Non – Academic employees' performance in Eastern University of Sri Lanka.

H3: There is a significant impact of Stability on Non - Academic employees' performance in Eastern University of Sri Lanka.

H4: There is a significant impact of Outcome orientation on Non – Academic employees' performance in Eastern University of Sri Lanka.

H5: There is a significant impact of Team orientation on Non – Academic employees' performance in Eastern University of Sri Lanka

5.0 DATA COLLECTION METHOD

Data collection is a systematic process for obtaining and examining particular information in order to deliver answers to relevant questions and evaluate the results. The researcher typically uses two sorts of data collection techniques: primary and secondary.

Information gathered directly from the source is referred to as primary data. This research presented a quantitative study with the purpose of quantifying the association between the independent and dependent variables.

In this study the researcher will be used the primary data collection. Primary data will be collected through online questionnaire. The online questionnaires were sent to non - academic employees, who are working in Eastern University Sri Lanka.

The secondary data was collected from journals, reports, internet, and referent books. Both academic and professional articles are dependable and vital and that enables us to obtain relevant information. All these journal articles were essential and helpful for the study as they provided a complete description of the purpose of this study, the methods used, and the results of the research. In order to test the reliability, the study has considered the Cronbach's Alpha value.

5.1 Online Questionnaire (Google Form)

For the perseverance of this study the primary data collection technique exploited through structured online questionnaire which contained two main sections.

Part 1 contains information regarding the respondent's demographic features which include gender, age, educational qualification, work experience, position rank and marital status.

Part 2 consists of structured five-point Likert scale questions related to measuring level of employee's performance. There are five significant elements of Employee performance: Innovation and risk, Attention to task, stability, outcome orientation and Team orientation.

Other studies have established the validity, reliability and stability of the construct (Schaufeli & Bakker 2004). Innovation and risk was assessed by six items, Attention to task will measure by five items and the assessment of absorption included six items. These items were rated on ranging from a score of 1 to 5 to the Likert scale of strongly disagree to strongly agree.

The questionnaires will be contained a list of questions. The questionnaires will be divided into sub sections with Likert Scale being used to rate the responses by the respondents.

Five Point Likert measurement scale were used in the online questionnaire. Five Point Likert scale that uses in the online questionnaire such as strongly disagree, disagree, neutral, agree and strongly agree.

Table 3.4 Measurement scale

Scale	Points
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

5.2 Secondary Data Collection

Secondary data is collected through internet online such as Online Journal and Articles. The ease of accessibility and reliability, our research is utilized with Google as the main search engine and tool to collect the secondary data through Google Scholar. The fully utilize of the relative online source, we are able to complete the research and access to relative online journals and articles to strengthen our research result by these journals supports.

5.3 Methods of Data Analysis Reliability

In order to ensure the equality of the instrument the reliability analysis is done. The reliability is an instrument, produce consistent measurements. When collect the same set of information more than once, using the same instrument and get the same or similar results under the same or similar condition, as instrument is considered to be reliable (Carmines & Zeller,1979). The data gathered from the questionnaire is presented with percentages, mean values and standard deviation, and if someone contacts the same research in future by taking the same target population by assessing on the impact of organizational culture on employees' performance. Who are working as non – academic employees at Eastern University Sri Lanka and then the result must be off set with these results.

In this study make certain reliability of the questionnaire “Cronbach’s alpha Coefficient” (CAC) method and CAC can vary between 0 and 1(George & Mallery, 2003) and it is used in the data analysis part with help of SPSS.

Cronbach’s alpha is the most common measure of the reliability of the scale that was used to measure a variable. The reliability is measured in terms of internal consistency or average correlation of items in a survey instrument (Nyangoma, 2012). It is considered, the higher the score the higher the reliability. Usually, a reliability coefficient of 0.6 and above is considered to be satisfactory (Nyangoma, 2012; Chowdhury & Alam, 2017; Osano & Languitone, 2016). Based on our reliability test all Cronbach’s alpha values are higher than 0.6 and. implies that our survey instrument is reliable and appropriate for the study.

5.4 Descriptive Statistics

Descriptive statistics known as a discipline that quantitatively describes the important characteristics of the dataset. It makes use of measures of central tendency to describe attributes. I.e., the mean, median, mode, and the parameters used to measure dispersion, such as variance, quartile deviation, and range standard deviation.

The researcher presents the data in an effective way by using numerical and graphical tools, such as charts, tables, and graphs, to accurately represent the data. In addition, the diagrams are accompanied by text that describes what they represent.

5.5 Inferential Statistics

Inferential Statistics is all about generalizing from the sample to the population, i.e. the results of analysis of the sample can be deducted to the larger population, from which the sample is taken. It is a convenient way to draw conclusions about the population when it is not possible to query each and every member of the universe.

The sample chosen is a representative of the entire population; therefore, it should contain important features of the population. Inferential Statistics is used to determine the probability of properties of the population on the basis of the properties of the sample, by employing probability theory. The major inferential statistics are based on the statistical models such as Analysis of variance, chi-square test, distribution, regression analysis etc. inferential Statistics consists a two analysis such as correlation and regression whereas the researcher interpret him data with two analysis.

5.6 Correlation Analysis

Correlation is a statistical measure of magnitude and the direction of the relationship between two variables. It is used to identify the strength or weakness of relationship between two variables. Therefore, two variables such as independent variable and dependent variable are taken in this study.

Correlation is computed in to what is known as the correlation coefficient, which ranges between -1 and +1. The magnitude of “r” indicates the strength of the linear relationship while the sign indicates the direction. The value of “r” close to -1 means that the linear association is very weak and if the value close to +1 means positive correlation.

5.7 Regression Analysis

The regression analysis is used in this research to determine the functional relationship between a dependent variable and an independent variable (a predictor) for the purpose of prediction and making other inferences. It helps to identify the strength of the relationship and statistical significance of the relationship.

Hence, the regression analysis is made to determine the functional relationship between

1. Innovation and Employee Performance

2. Attention to task and Employee performance
3. Stability and Employee performance
4. Outcome orientation and Employees performance
5. Team orientation and employee's performance

This study is explained the variation between independent variables of impact of organizational culture on employees performance such as individual factors (Innovation, attention to task, stability, outcome orientation, team orientation) (X) and dependent variable of employee performance (Y).

$$Y = b_1x_1 + b_2x_2$$

Y= Dependent variable X= Independent Variable

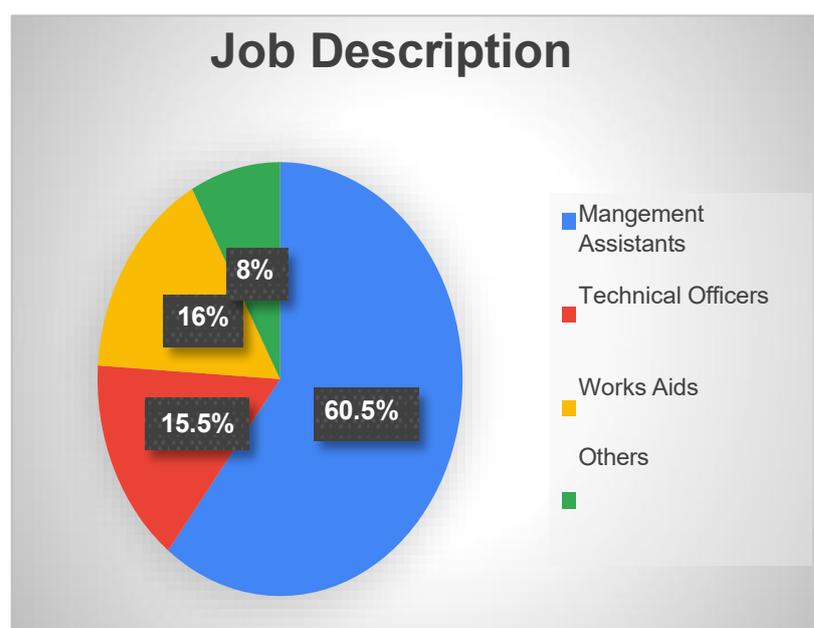
b₁=Slope of the independent variable.

6.0 DISCUSSION

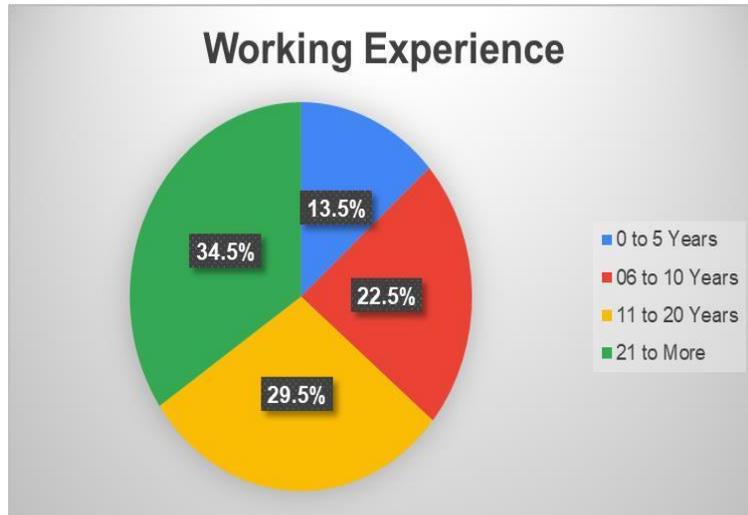
6.1 Response Rate

The Sample consisted of two hundred and Fifty-Three (253) Non- Academic Employees at Eastern University Sri Lanka include Management Assistants, Technical Officers and Work aids. An online questionnaire was sent and 200 Responses were received. These formed 79% which is good response rate and its certain amount presents the total population. It assured participants that their answers would be held in strict confidence and only by seen by the researcher. The entire completed online questionnaire was usable.

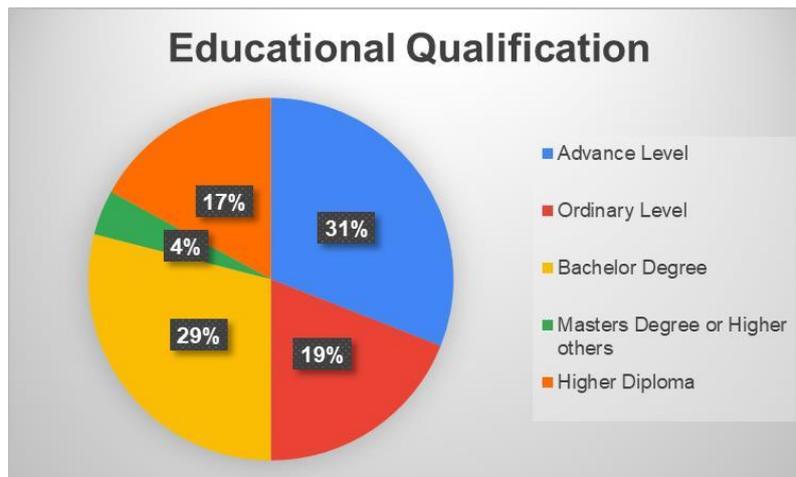
6.2 Job Description



6.3 Working Experience



6.4 Educational Qualification



6.5 Age

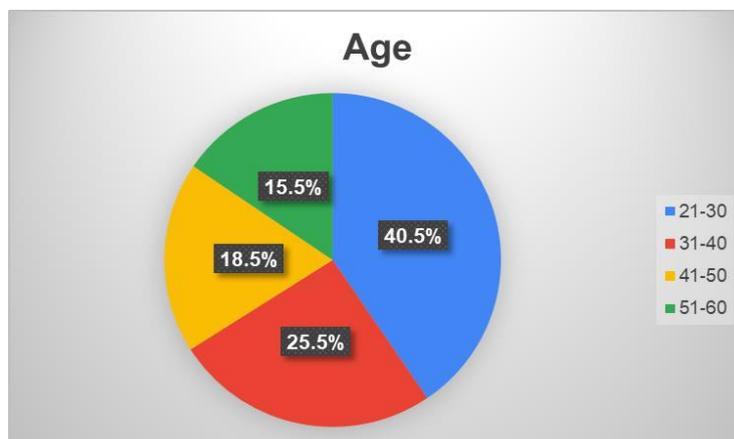


Figure 4.5 Age

6.6 Reliability

All Cronbach's Alphas were more than 0.6. According to the rules of Thumb for Cronbach's Alpha, the strength of association is considered poor when the Alpha Coefficient range is less than 0.6. Strength of association is moderate when the Alpha Coefficient is range from 0.6 to 0.69 and the range from 0.7 to 0.79 is considered good strength of association. Furthermore, 0.8 to 0.89 will be in very good strength of association. Lastly, if the alpha coefficient range is more than or equal to 0.9, that represented excellent strength of association.

7.0 DATA ANALYSIS DESCRIPTIVE STATISTICS

The first stage of our analysis is descriptive analysis. It will assist us in describing essential aspects. The field of descriptive statistics deals with quantifying the key characteristics of a body of data.

7.1 Correlation Analysis

The correlation analysis is used to measure the magnitude and the direction of the relationship between two variables. The correlation coefficient, denoted by "r" was the measure of the closeness of the relationship between two variables. It contains the following features. The value "r" lies between -1 and +1. The magnitude of "r" indicates the strength of the linear relationship while the sign indicates the direction. The value of "r" close to zero means that the linear association is very weak.

And other way Correlation analysis is used to measure the relationship among the financial rewards, personal characteristics, job design, supervision and employee's motivation. Pearson correlation coefficient indicates the direction strength and significant of the bivariate relationship between the variables. Pearson's correlation analysis was used to determine the nature (direct or inverse) and the degree of association between two or more variables in this study. Rules thumb about correlation coefficient, correlation range 0.1 to 0.29 weak positive relationships, range 0.3 to 0.49 moderate positive relationship and range 0.5 to 1 strong positive relationship and correlation range 0.1 to 0.29 weak negative relationships, range 0.3 to 0.49 moderate negative relationship and range 0.5 to 1 strong negative relationship.

$$\text{Correlation} = \frac{1n\sum XY - (\sum X)(\sum Y)}{\sqrt{[n\sum X^2 - (\sum X)^2] \cdot [n\sum Y^2 - (\sum Y)^2]}}$$

7.2 Multiple Linear Regression Model

Multiple regression generally explains the relationship between multiple independent or predictor variables and one dependent variable or criterion variable. A dependent variable is modelled as a function of several independent variables with corresponding coefficients, along with the constant term. Multiple regression requires two or more predictor variables, and this is why it is called multiple regression.

$$Y = \beta_0 + \beta_1 IN + \beta_2 AT + \beta_3 ST + \beta_4 OO + \beta_5 TO + \varepsilon$$

Where:

Y = Employees Performance

β = Constant

$\beta_1 \dots \beta_5$ = Coefficient of the independent variable

IN = Innovation

AT = Attention to Task ST = Stability

OO = Outcome Orientation TO = Team Orientation

ε = Error

Regression coefficient ($\beta_1 \dots \beta_5$) represent the value at which the criterion variable (Employees Performance) changes when the predictor variable (IN, AT, ST, OO, TO) changes.

7.3 Hypothesis Testing

In this present study the dependent variable of Employees Performance was regressed on independent variables of, Attention Task, Stability, Innovation, Outcome Orientation, Team Orientation to test the hypothesizes. This study carried two tailed hypothesis testing.

H1: There is a significant impact of Innovation on Non - Academic employees' performance in Eastern University of Sri Lanka.

H2: There is a significant impact of Attention to task on Non – Academic employees' performance in Eastern University of Sri Lanka.

H3: There is a significant impact of Stability on Non - Academic employees' performance in Eastern University of Sri Lanka.

H4: There is a significant impact of Outcome orientation on Non – Academic employees' performance in Eastern University of Sri Lanka.

H5: There is a significant impact of Team orientation on Non – Academic employees' performance in Eastern University of Sri Lanka

8.0 CONCLUSION

8.1 Conclusion and Findings

The main objective of this study was to identify the factors impact on Employees performance. The study was conducted with two hundred fifty-three (253) online questionnaires were used to collection of data and study was purely based on the primary data.

The major finding of the study related to examining the impact of organizational Culture on Employees Performance. In support of the hypotheses, the result indicated that Innovation, Attention to task, outcome orientation are significantly impact on Employees performance.

This study emphasized that the topic of organizational Culture on Employees Performance. The research has developed the five hypotheses as five arguments mainly Such as there is a significant effect of Innovation on Employees performance, there is a significant effect of Attention to Task on Employees performance, there is a significant effect of Outcome orientation on Employees Performance.

These hypotheses/arguments have measured by coefficient analysis under the hypothesis testing. The first argument is “There is a significant impact of Innovation on Non - Academic employees’ performance in Eastern University of Sri Lanka”. (H1)”. Findings of the study are proved that there is a significant effect of Innovation on Employees Performance. Because statistical evidence was enough to accept this argument in hypothesis testing. Such as the respondents accepted that effected to their Employees performance. There is a negative relationship between Innovation and Employees performance. If the Innovation increases the Employees Performance will be decreased. On other hand if the Innovation decreases the Employees performance will be increased.

The second argument is “There is a significant impact of Attention to task on Non – Academic employees’ performance in Eastern University of Sri Lanka”. (H2)”. Findings of the study are proved that there is a significant effect of Attention to Task on Employees Performance. Because statistical evidence was enough to accept this argument in hypothesis testing. Such as the Employees accepted that peer, Attention to Task effected to their Employees performance. There is a positive relationship between attention to task and Employees performance. If the Attention to Task increases the Employees Performance will be increased. On other hand if the Attention to task increases the Employees Performance will be increased.

The Third argument is “There is a significant impact of Stability on Non - Academic employees’ performance in Eastern University of Sri Lanka.”. (H3)”. Findings of the study are proved that there is a no significant effect of Stability on Employees Performance. Because statistical evidence was not enough to accept this argument in hypothesis testing. Such as the Employees accepted that peer, Stability not effected to their Employees performance. There is a positive relationship between Stability and Employees performance. But that is no significant to each other. So that the study explained Stability is significantly not effect to determine the Employees Performance.

The fourth argument is “There is a significant impact of Outcome orientation on Non – Academic employees’ performance in Eastern University of Sri Lanka.”. (H4)”. Findings of the study are proved that there is a significant effect of Outcome orientation on Employees Performance. Because statistical evidence was enough to accept this argument in hypothesis testing. Such as the Employees accepted that, Outcome orientation effected to their Employees performance. There is a positive relationship between attention to task and Employees performance. If the Outcome orientation increases the Employees Performance will be increased. On other hand if the Outcome Orientation increases the Employees Performance will be increased.

The Fifth argument is “There is a significant impact of Team orientation on Non – Academic employees’ performance in Eastern University of Sri Lanka.”. (H5)”. Findings of the study are proved that there is a no significant effect of Team Orientation on Employees Performance. Because statistical evidence was not enough to accept this argument in hypothesis testing. Such as the Employees accepted that peer, Team Orientation not effected to their Employees performance. There is a negative relationship between Team orientation and Employees performance. But that is no significant to each other. So that the study explained Team Orientation is significantly not effect to determine the Employees Performance.

In the current study, as per results of the study it was proved that there is a significant effect of Innovation, Attention to Task and Outcome Orientation on Employees Performance. In additionally I found there is a positive significant relationship between Attention to task and Employees Performance, there is a positive significant relationship between Innovations and employees Performance, and there is negative significant relationship between Team orientation and Employees performance and there is negative significant relationship between stability and Employees performance The findings of the overall analysis of the study reveal that the general objective of the study that “to the Impact of organizational culture on employees’ performance. Evidence from Non – Academic employees at Eastern University Sri Lanka”.

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