

***Full Length Research***

# **Political Dynamics of Organizational Mission and Employee Performance in Selected Public Universities in Uganda**

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This study sought to examine the political dynamics of organizational mission and employee performance in the selected public universities in Uganda. Organizational mission is a key factor in the assurance of employee performance in public universities, however, conflicts and contradictions in the mission tend to negatively impact on the productivity of employees. The study examined the association between the politics of organization mission and employee performance in public universities in Uganda. The study was informed by Max Weber's theory of bureaucracy and adopted a descriptive cross-sectional survey research design. Findings revealed that the politics of organization mission contribute 23.3% to employee performance and 76.7% is by other factors.

**KEY WORDS:** Performance, Goals, Objectives, Mission, Strategic direction, Vision

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## **INTRODUCTION**

Policy actors across the globe normally consider the political dynamics of organizational mission as significant determinants of workers productivity. Public institutions have structures and power centers for decision making whose output is dependent on the dynamics underpinning the organization's mission. Organizational

politics and political behavior tend to be primarily non-formal but play roles in enhancing authority and attainment of organizational goals (Brandon & Seldman, 2004). Organizational politics in this study has been viewed as an important ingredient in conceptualizing the relationship between organizational culture and employee performance in public universities (Horchwarter *et al.*, 2000).

Well as most universities in Africa were primarily established to meet the needs of the colonial governments (Elkhalil, 2017; Fauzilah *et al.*, 2011). Most post independent governments opened up universities to meet the prevailing national needs like poverty eradication, unemployment, under development and meet the growing need for an elite population (Zezeza 2016). There are a number of organization culture models (Hofstede (2010), Pareek (2002), Denison (1995); and Cameron (2011) that have been used to explain organization missions in universities however this research adopted the cultural dimensions proposed by Denison and Mishra (2015) and Wahyuningsih, *et al.*, (2019). According to Denison and Mishra (1995, 2015) the categories of conduct and the institutions culture is evident in attributes like mission, involvement, consistency and adaptability as shown in Figure 2.1. These traits are adapted in solving organizational problems (Marcoulides and Heck, 1993). According to Coman and Bonciu (2016), organization mission is defined as the way in which the stakeholders define the predominant philosophy of the university. Organization mission gives significance, bearing/direction and rationale/purpose (Tierney, 2008), in a way the organization's mission is defined by the organizations history. Different scholars (Denison *et al.*, 2006; Kaplan, Norton, and Barrow 2008; Sian, 2010, Sorensen, 2002; Watnab 2014) have defined the term mission however this study applied the definition by Denison and Mishra, (2011) as the "an organization's purpose for existence and direction". Denison *et al.*, (2006) suggests that organizations which have a clear vision for the desired future; as reflected in the vision, mission, goals and strategic objective, are usually more successful. The politics of mission looks at how the phenomena influences the development of organization missions, their dissemination, maintenance, sustenance, as well as how they are evaluated and reviewed. Organizations under this political influence always have a clear sense of purpose and direction that steers their actions and inactions. They thus focus on external integration while maintaining internal stability (Denison *et al.*, 2006; Ahmad, 2012; Halim *et al.*, 2014). Mission trait is gauged by three indicators and these are goals, strategic direction, and vision (Wahyuningsih, *et al.*, 2019; Denison *et al.*, 2006). Mission role is vital when organizations have to choose between alternatives, it guides them in which decisions have to be made. The entire process of choosing between various alternatives has a political aspect (Omisore, 2014).

Higher institutions of learning have been appreciated as vital for socio-economic and political community change. However achieving enhanced degrees of employee performance has been an issue to contend with. Organizational politics and political behavior are usually linked with the organizations well being. Institutions which are moved by the negative levels of organization politics and political behavior are characterized by reduced commitment among the employees, output and greater degrees of stress and anxiety. The issues that affect employee performance in universities may include: limited research funds and resources for running the institutions, limited academic staff which alludes to the high learner-teacher ratios, low remuneration of employees, which demotivates them, limited instructional and learning resources, like lecture rooms, computers labs, library space and textbooks because of high numbers of students registered in the universities, unclear promotion criteria, neglecting established processes, work etiquette and best management practices by employees and the supervisors, salary delays, rising demands of staff unions, among others (Kiplangat *et al.*, 2016). Whereas they lead to poor performance of employees as reflected in inadequate teaching and assessment of students work, teamwork, and adherence to university policies, community outreach research & publications, the underlying political dynamics tend to play a significant part.

Conceptually, organizations are viewed as political structures where individuals are offered a chance to advance their professions and are, therefore, spaces where persons express their aspirations and interests. Professional growth especially at top management level relies heavily on how much power one has accumulated for changing personal interests into actions that influence the people being lead or managed. Organizational culture defines the relationship between management's power bases and employees work output (Schnelder, 2016). Power has been defined as the ability, or rights to manipulate others, situations or things (Samoye, 2016). Power here refers to the leader's ability to influence the organization culture which may eventually be accepted.

According to Fakhar *et al.*, (2012), culture shapes the organizational procedures which in turn also assist in establishing adjusting culture. Well built organization culture is essential for business due to three vital roles that is: impacting on the staff member's conduct and decisions. The politics of the organizations way of life plays the role of bonding the employees together giving

them a feeling that they are strong part of the business, which serves to attract potential employees and retaining best performers. Thirdly, organizational culture is helpful in helping employees make sense of the culture and relate it to their work, by enabling employees to appreciate organization events and objectives, which enhance the output of staff members. Well built culture is seen as a driving force in improve enhancing the performance of the workforce by increasing their esteem and loyalty hence reducing job stress and increasing their ethical behaviors (Saffold, 1998). Additionally he further asserts that most researches on culture lean towards one organization culture.

In considering organization mission, the question for this study is whether political ideologies matter. Political ideologies are beliefs, values ideas that shape political systems and policies, opinions of a ruling class, official views applied to legitimize a political regime (Heywood, n.d). While the US was still a British colony, the universities were chartered and modeled according to the English culture (Thelin, 2011). After becoming a republic, the policies and systems of managing higher learning changed from centralized, monarchical rule to a system where decision-making was decentralized to the various states including the management of higher educational institutions. Unlike the United Kingdom (UK), where the Education Ministry regulates universities, the United States of America (USA), management of universities including their funding is left to individual states. The governors extend their political influence to universities by appointing members of the university councils and participating in making laws concerning universities (Crotty & Meier, 2002). The importance of ideas and values in the USA politics is at the background of the fact that the Republicans and Democrats who are the main parties have similar ideological targets. The USA's political ideology consists of liberal capitalist values relating to the virtues of free market economy in respect to the principles inbuilt in their constitution. The USA supported university education due to their belief that universities would provide the people with skills to serve

in the government sectors, educate virtuous citizens, and political leaders who would support the Americans new democracy. This system eventually affected the universities missions and employee performance overtime (Douglass, 2016).

## STATEMENT OF THE PROBLEM

The government of Uganda has enhanced support to higher institutions of learning such that they are able to develop the required capacity to help the country achieve vision 2040. Among the efforts is the regular increase of the salaries of the teaching and non teaching staff in Public Universities (The Independent, 2019), increased funding for research and development (Mugizi 2018). Such efforts along with user friendly human resource management techniques such as New Public Management (NPM) that focus on smaller but effective public sector, client satisfaction and improved public accountability systems are all aimed at enhancing employee performance (Fakhrul, 2015).

In spite the effort; most of the public universities in Uganda are mired with underperformance and inefficiencies that is reflected through late reporting at work and early departures, non-assessment of student assignments, rampant staff and students strikes, absenteeism, failure to meet deadlines and high staff turnover, (Malinga 2004; Kasozi, 2005; Idabu and Ijeoma, 2014).

This study interrogated the political dynamics underpinning organizational culture as a key suspect that retards the government effort to enhance productivity among the staff in public universities.

## Purpose of the Study

The study examined the politics of organizational mission and performance of employees in public universities in Uganda.

## Specific Objectives of the Study

To examine the association between the politics of organizational mission and performance of staff in public universities in Uganda.

### Research questions

What is the relationship between the politics of organizational mission and employee performance in public universities in Uganda?

## Hypothesis

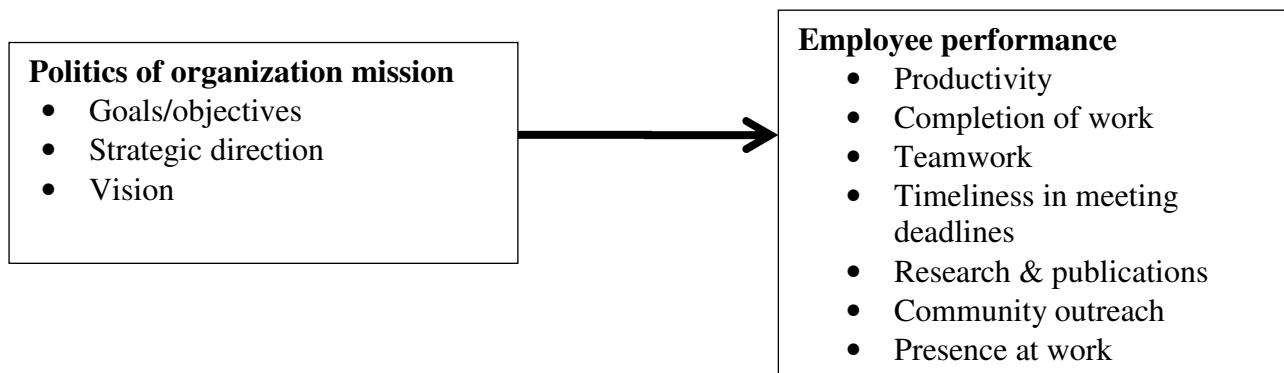
H<sub>0</sub>. There is no relationship between the politics of organizational Mission and employee performance in public universities in Uganda

## Assumptions of the Study

The respondents would provide accurate information on the politics of organization culture and employee performance in public universities. The participants would provide honest and accurate responses to the research questions under the study. All participants would be readily accessible and would willingly provide data on the politics of organization mission and employee performance in public universities.

## Conceptual framework

This study was based on the conceptual framework as illustrated below.



**Figure 1.** Conceptual Framework. Source: Denison (2006) modified by the researcher 2020.

The conceptual frame describes the significant variables of the research, and talks about the association between dependent and independent variables and their association with politics of organizational mission and performance of employees in selected public universities in Uganda. The dependent variable being employee performance and it includes; productivity, completion of work, teamwork, timeliness in meeting deadlines, research & publications, community outreach and presence at work. The independent variable being the elements of organization mission which are vision, strategic direction and goals.

## LITERATURE REVIEW

Organizational mission and employee performance in public universities

The politics of organizational culture identifies clearly with the interests of an entity. An observable area where organizational politics is always at play is during the

recruitment process of employees and in the procurement processes (Santos, Hayward, & Ramos, 2012; Pfeffer, 1981). The politics of organizational culture is evidenced in role assignment and characterized by bureaucracy and privileges meticulously linked to seized positions, steadiness of approved actions and compliance with the regulations of the organizations (Kosiorek and Szczepanska, 2016). Such politics is common in all organizations. However, they thrive in the face of blurred organizational goals and objectives, limited resources, non-programmed decisions, modifications in technology from within and outside the organization (Miles, 1980). Appreciating the way organizations handle political procedures requires a clear understanding of what makes up political behavior (Jafariani *et al.*, 2012; Mayes & Allen, 1977). Political behaviors are actions by the leadership with the intention to influence individuals to conform to the performance standards valued by the organization (Jafariani *et al.*, 2012). Organization politics is an important aspect of the institution that should be well attended to as it can

positively or negatively direct the institution mission. Robbins *et al.*, (2008) stresses that fine political tactic is useful to the institution in attaining its goal on one hand while terrible political tactics moves the organization away from its goal and instead plants, fear, and hatred amidst the employees. This negativity breeds unhealthy work atmosphere leading to low morale and output. However the findings of this research revealed that politics affects the mission positively as part of it is organization culture. Several scholars have identified organizations that have lenience towards politics as being elastic by nature (Miller, Rutherford, & Kolodinsky, 2008; Vigoda-Gadot & Talmud, 2010). An elastic institution culture encourages the staff members to follow certain objects that aim at satisfying the interests of individuals as a common indicator for organizations with strong organizational politics. An elastic institution culture is also known as a soft culture (Vigoda-Gadot & Talmud, 2010) is common in most government institutions in India where the leaders hardly take any disciplinary measure against staff members for fear that such action may negatively affect their productivity.

### **The role of the state**

Public universities are a creation of the state and are funded by it. Governments have a history applying politics in the creation of university systems. The creation of higher education institutions has been highly politicized. In Nigeria while it had been agreed that three universities were to be established a change in government in Britain in 1945 from conservative party to labor party changed which adopted the minority report that recommended the construction of only one university in Ibadan (Nyewusira, 2014). The Higher education policy is a product of the state since universities are managed centrally by the governments' Education ministry (Sifuna, 2006). In the USA, much as there is not central management of university education, the states influence policies of universities through legislation, policy formulation and appointment of university council members. By reducing the funding of university education the government was inevitably inviting in private sector players who are more profit motivated (Nabaho, 2018, Nyewusira, 2014; Pusser, 2002)

The state dictates the missions, visions and goals of the public universities through legislation and by appointing the council members. In some countries like Kenya, the president is the chancellor of all public universities and appoints and dismisses the vice chancellors and university council members.

Though the higher education regulators like the National Council for Higher Education in Uganda (NCHE) and the Commission for University Education (CUE) in Kenya, the state indirectly controls the affairs of public universities by appointing determining who is appointed as the Vice Chancellor. The head of the NCHE is appointed by the head of state so they must take care of the interests of the appointing authority. The NCHE also ensures that the universities execute their mandate in accordance with the missions, visions and goals. In Uganda the minister for education is the country's First Lady who succeeded the former Minister who was a major in the army (Nabaho, 2018) clearly shows how the current regime is bent on controlling the education sector in Uganda.

### **The organization goals**

The way mission and goal of an organization are shared among the members requires politics if they are to be embraced, implemented and achieved. Goals are a transitional results expected to be attained within a specific time frame (Mannard, 2015). It is a target, which an organization wishes to attain in the long term. It gives the foundation for critiquing progress of the organization. They may be categorized into two that is financial goals which are related to the return on investment or growth in revenues and strategic goals (Conlow, 2001) which focus on the achievement of the competitive advantage in the business. Objectives are the milestones expressed in specific terms which a person plans to achieve in a limited time period. Goals precisely and clearly identify a desired result where effort has been directed (Bjerke & Renger, 2017).

Of the three indices of mission, the goals statements are perhaps the most understood, and they spell out in precise terms the level of performance that is to be attained in specific areas for example in student learning, performance management, professional development, the steps that are to be taken, and by whom, so as to achieve the set goal (Mannard, 2015; Conlow, 2001). In the recent past accountability for student learning and professional practice has become increasingly important with everyone meaning for value for money so, setting clear, measurable performance goals is a must practice for the management teams and other university stakeholders. DuFour and Eaker (1998) argue that goals in an institution help to addressing the issue of which step should be taken first, and when so as to achieve the set goal (DuFour and Eaker, 1998, p. 100).



**Figure 2.:** Relationship between Mission and Vision and Strategy Source: Andrew (2013)

A widespread trend across the many organizations in their efforts to improve in light of increased demand for accountability is the establishment of organizational goals that are “SMART” (Bjerke & Renger, 2017; O’Neil, 2000). Olorunleke (2015) in his study found that there was a significant negative association between politics and organization goals. The relationship between an effective goal and employee performance has been laid down by scholars (Moeller, Theiler, & Wu, 2012).

### Strategic intent/direction

In Uganda all government institutions are supposed to align their strategic plans to Ugandas vision 2040, hence inevitably bringing in a political influence on the way Universities are to operate. The concept of strategic intent covers a dynamic leadership that involves the organization’s focus attention on victory. Strategic direction or intent refers to the purpose for which the company endeavors to achieve. It is an idealistic framework of the strategic management process. Strategic direction has the following characteristics: should have an essence of winning, should encourage personal effort and commitment, should remain stable for a long time and should encourage innovation and creativity. The strategic intent supports the university management to focus on creating new capabilities to exploit future opportunities (de Kluyver, & Pearce, 2002).

### Organization vision

Organization visions are usually aligned to serve the strategic plan of the state. University visions are made to ensure they serve the government in power and this is enforced through the regulatory councils like the CUE in Kenya and the NCHC in Uganda whose leaders are appointed by the executive (Sifuna, 2006). Visions purpose is to state the institutions desired future achievement. A good vision is one that encourages risk taking and experimentation. It is a response to what the organizations success will look like. The vision of a company has a number of attributes as shown below: created by consensus; forms a company’s future mental image, is the foundation for preparing the mission statement, and it must possess these features; motivating, encourage thinking about the future, original/ unique, competitive and realistic (de Kluyver, & Pearce, 2002). Some examples of organization vision statements are for Uganda Christian University is “a center of excellence in the heart of Africa”, Makerere university- “to be the leading institution for academic excellence and innovations in Africa” (MUK, 2018; UCU, 2016).

Once communication is passed on to the staff by the leadership about the vision of the organization and its well appreciated, then their organizational fulfillment increases and eventually their output as well (Slack *et al.*, 2010; Domm, 2001). It is thus of much importance to

further explore the role of the vision and mission statements within organizational behavior. There is more than one benefit of mission and vision statements. "These include promoting shared values, providing a sense of purpose, establishing behavioral standards, and maintaining employee focus on organizational strategy and direction" (Slack *et al.*, 2010).

Organization missions are largely accepted as vital management instruments that are capable of focusing the employees on accomplishing the set organizational goals and remain motivated by them (Brown *et al.*, 2004). The organization vision as a tool for management is always appreciated as a reliable approach to improving employee performance. So given the importance of mission as a widely used management tool, it is imperative to expound on the link between mission and the employee in an organization in as far as motivation. In their analysis, Morphew & Hartley (2006), suggested that organization's mission may lead to two positive outcome that is, "a shared sense of purpose which has the ability to inspire and motivate the different stakeholders within an organization and to communicate its values, attributes, and past to key external publics" (Morphew & Hartley, 2006:457). In order to expound on the extent of the ability or capacity that the mission has in inspiring, one has to explore the theory of motivation in detail. The need to establish and sustain social networks is one of mans greatest motivations according to Baumeister & Leary (1995). Gable (2006) concurs with the above argument when she states that across the lifespan of human beings they are motivated to form and maintain strong and stable interpersonal associations. Baumeister & Leary, (1995) further state that human beings generally have a need to belong.

The need to belong provides motivation for spheres that offer positive social-relational environments and indeed, people regularly list successful interpersonal relationships as one of their most vital life goals and as what gives meaning to their life. Many theories of psychological well-being opine that successfully achieving belongingness goals through healthy social ties with others are essential components of human life and health (Klinger, 1977; Emmons, 1999; Walton *et al.*, 2011), This level of motivation is a very relevant concept because "mere belonging can increase motivation by establishing socially shared goals around a performance task" (Walton *et al.*, 2011, p 513). This is vital in determining the effectiveness of mission statements. Developmental studies offer a link between motivation and social connectedness. The study reveals that human

beings as earlier as their infancy, are sensitive to the needs and goals of others and often try to create goals which are "socially aligned" (Walton *et al.*, 2011, p. 514). If it is true the organizations' mission offers a shared goal its stakeholders, then social association's offers insightful inspiration for attaining the set goals. More still, this understanding offers the appropriate managerial effects because it helps the organizations' management to profit greatly by appreciating how best to inspire the workers. Walton *et al.*, (2011) state that human beings easily copy goals and inspirations of other humans, a discovery which strengthens the understanding of the emotional mechanisms that add to societal coordination and joint action. When humans connect with even strangers there is an adoption to the interests and goals of these strangers as their own. It has been stated that human beings have an inborn drive "to create shared goals to which they are jointly committed". The basis of culture is for humans to be able to agree to pursue mutual goals, establish cultural outputs, and come up with innovations" (Walton *et al.*, 2011).

Management usually looks at applying the organization mission statements to create joint goals, it points to the fact that mission has the ability of greatly inspiring the stakeholders. In addition, much as the model is usually disputed, (Trigg, 2004) a popular theory of motivation – "the Maslow's hierarchy of needs" asserts that social needs are basic to an individual's growth. According to Maslow, social needs are: family ties, friendships and memberships institutional associations. Jones (2004) supplementary supports Maslow's model alluding to the importance of organization's mission in as far as organizational membership is concerned pointing how it out that it fulfills the hierarchy of needs of the employee when she or he believes in the work the organization does as stated in the mission.

Whereas Denison's model emphasizes both outward focus and in-house integration, Yilzman (2008) observes that organizations face challenges of tradeoffs between internal integration and external focus in organizational productivity attainment. Tension develops in trying to focus on internal integration as well as achieving external adaptability. Additionally there is ambiguity between top-down and bottom-up approach as being the emphasis by mission and involvement traits respectively (Denison *et al.*, 2006). The above discussion clearly shows that extra effort must be made for an institution to create an unambiguous, extremely distinct culture which stands out from the multitude.

According to Achua and Lussier (2013) distinctive

organization mission offers worth to the institution, is difficult duplicate and assists in creating and sustaining the spirited benefit of an organization. To attain this, the institution needs to possess a purpose statement and principles which are meaningful. The organization mission which is not taken lightly is a set of overarching values which act as influential channels for daily actions reinforced in various ways, symbolically and substantively. Case (2009) offers a model illustration of such business having persistent focus on innovation by 3M Corp, dedication to caring for their clients as guests always. The organizations norms are the basis for all its actions and decisions made by the staff members and all the stakeholders in the firm. Another model case in point is the Southwest Airlines well known for its natural and unclear culture where everyone, right from Chief Executive Officer (CEO) to the cleaners, join efforts in ensuring that their clients enjoy quality moments and that aircrafts are loaded, offloaded and reloaded and back in the air as soon as possible (Case 2009). Organizations that cherish novelty promote staff members enhanced output by promoting competition amongst the employees. This makes each and every employee to exhibit the most excellent work ethics so as to stand out and be acknowledged and rewarded.

The organizations' purpose is linked to the anticipations of the potential clients, deliberately in order to attain eve its critical output (Zhang, Li and Pan, 2009). The mission is the organizations basis for being (Sorensen, 2002) also looked at as the statement of belief, the purpose statement or the institutions philosophy (Forest & David, 2003). The purpose of the institution mirrors the values/beliefs of the directors hence, it is initiated by the leadership who have to explain and expound on the values and support the staff members to link individual standards with the organizational values in the execution of their responsibilities. The link according to Gordon (2008) helps individuals and the organization values enhance employee commitment. For this reason, the staff members obtain more accomplishment from their work the motivation for increased effort, putting in their best into their work. Runy (2007) adds to this argument by saying that a prosperous organization relies on the dedication of its employees who have their values linked to the organizations' purpose and are an inspiration for achievement of organizations goals. Achua and Lussier (2013) assert that the organization cultures present a collective appreciation of the organizations uniqueness. The correct culture helps the staff members to be aware that they are worthy players' thereby becoming self

driven in taking on the test of achieving the mission of the institution and thus jointly work as a team. It transforms the labor force into a resource for solution s that is creative and innovative.

Politics though leadership plays an influential role in linking the institutions mission connecting it with the organizations purpose, administrative structure, HR rules and actions. The research done has established that linking personality traits and beliefs of CEOs to the institutions mission enhances excellent output (Giberson, Resick, 2009). As team of top managers, leaders always are endowed with a clear mental image of the institutions way of doing things. This assists in determining the needed adjustments, quick action taken and choices taken to shape the culture to what is required to propel the firm's successful future (Steinberg, 2009). To get a workforce that is aligned to the organization's mission and vision boils down to the human resource regulations of the organization concerning employment and management of the staff. The leadership is able to positively advance the establishment of the organization's mission by hiring employees with similar values and vision that the organization stands for. Additionally employing persons, who match with the institutions' values, requires the HR with concrete appreciation of the dynamics existing in the institution. This can be transformed so that the institutions programs are led in a manner that helps to attain substantial output (Khan, 2005).

Different tests are applied by differing organizations during their interviews and this relies on the type of position that a person is being employed for and of course, the culture of the institution that they are hoping to supply their labor to (Martins, 2000). For example institutions that insist on novelty, carry out interviews uniquely, so as to test the candidates' innovativeness. After the staff member is recruited, they will perform well in the organization because they already got the organization's mission right from the interview date. Case (1996) referring to Miller, proprietor of an Ice-cream business based in the United States, speaking about organization mission to staff members their first day at work. For those seeking for employment rather than being given a formal application form, potential employees are given a more practical interview so as to assess the candidates creativity which is judged by what is done with the bag after one week period when it is returned. Those who uniquely utilize the bag are viewed as amazing persons, qualifying to work with Amy's (Case, 1996). Therefore, the senior management is to recruit



persons with values that are in tandem with the institutions way of doing things and carry on with appreciating the institutions prosperity. The entire organization participates in upholding a work environment which provides for the employees passion in hard work in order to attain the set targets of an institution.

The forgoing scholarly writing reveals that for institutions to maintain a distinct organization way of doing things, it should possess a purpose mission statement and beliefs that are meaningful. These should be unbreakable in various ways, symbolically and substantively. An institutions' purpose must be connected with individual and organization beliefs (Omisore & Nweke, 2014). Under this section, some of the missing links that needed filling as reviewed in the literature addressed, whether the institutions purpose and values meant anything to the staff members, and further endeavored to ascertain whether the same values were the basis for all actions and choices of the staff members and the senior management at the workplace. The study therefore sought to find out whether the staff members were brought into line with their institutions purpose, and philosophy and whether this was a source of motivation for them to attain set goals. The research highlighted a missing link concerning the role played by leaders in influencing organizational culture. Another gap that the literature reviewed showed the way institutions purpose and vision were expressed symbolically amongst the top leadership of the institution, and how the university values are associated with the expectations of the anticipated clients.

### **The theory of Bureaucracy**

This research was hinged on the Max Weber theory of bureaucracy in a perspective where he viewed rationalization of society as being inevitable (Pollitt, 2008), thereby resulting in an increasing impersonality in the social association and unhappiness of the world (Aron, 1994; Giddens, 1997). It is also looked at as the personnel and administrative structure of an organization, state, business, religious and academic systems rely on a big workforce team organized hierarchically to attain specific tasks as per the organizations rules and procedures. The concept of bureaucracy is mostly used in reference to government administration and civil service. Most times it is applied negatively to suggest waste, inefficiency, and red tape. (Mahfooz A, (2009).

The theory of bureaucratic management as proposed

by Weber has two key elements that is, it involves arranging the organization into a hierarchy and the organization and its members are ruled by well defined logical legal rules for decision making. The principles of bureaucracy as the official system of organizations intend to ensure effectiveness and efficacy. These principles according to Mahfooz A, (2009) are five (5) and they include: managers formal authority; positions are to be organized in a hierarchical order with clear reporting lines; responsibilities and authority related to the different titles are to be well defined; managers have to establish a clearly defined system of guiding rules, standard operating procedures, and norms to be able to effectively control behavior within an organization; appointment and promotion should be founded on one's competency rather than sentiment.

According to Weber bureaucracy has the following characteristics: division of labor, managerial, hierarchy, and formal selection, career orientation; formal rules and other control and impersonality. However bureaucracy has the following limitations: rules and controls in the organization sometimes take their own presumed importance and, resultantly form their own ends leading to a focus on following rules than attaining the organizations objectives. Secondly when rules are overly applied, repeated mistakes are made without caring about the changing environment. Thirdly delegation of authority enhances operational effectiveness but it encourages concentration on subsector instead of on overall goals hence producing conflict which leads to low output. One such case is sighted in most universities where conflicts arise between departments on where new courses should be hosted leading to unnecessary duplication of courses/subject and wastage of resources. Fourthly as much as organization rules and controls are meant to counter employee apathy, they can end up supporting it by defining behavior which is not acceptable thereby stipulating a minimum level of acceptable performance so employee may just aim at adhering to the minimum set standards of rules without trying to go an extra mile (Daniel & Arthur, 2009).

### **METHODOLOGY**

A descriptive cross-sectional research design was applied whereby both measurable and immeasurable inquiry techniques were applied to search for answers the study objects and questions (Amin, 2005). The research target population was obtained from four public

universities each selected with consideration to regional representation with special interest in those that had existed for more than seven years and the total population was 2236 (MUST 2016; KYU 2016; BU, 2016; GU 2015; NCHE, 2014). A sample size of 333 respondents used was selected via the Solvins formula. The researcher came up with the sample size by applying Kombo and Tromp (2006) guidance that a sample size of more than 10% can suffice as a representative of the population. Different methods were used to sample, and they were proportionate, multistage, simple random, purposive and stratified sample methods (Babbie, 2011; Mugenda & Mugenda, 2005) to decide on the exact sample size. This study applied both secondary and primary data. To collect data close ended questionnaires, interviews and observation checklists were applied considering that these instruments are straightforward and less costly time and money wise for both the investigator and the participants. Data collected was organized, processed and scrutinized through the "Statistical Package for Social Science" (SPSS) Version 20. Data was examined quantitatively by use of descriptive statistics like mean, frequencies, standard deviation, percentages and inferential statistics like regression and Pearson correlation analysis.

## DISCUSSIONS

### Response Rate

Out of the 333 administered questionnaires, 296 respondents gave feedback and hence a response rate of 89% the total population was 2236 respondents. A survey response rate that is above 80% is good and

useful in ensuring that the results obtained are representative of a target population hence accuracy (Cassell & Symon, 2004).

### Descriptive statistics results

The research aimed at establishing the effect of involvement and employee performance in public universities in Uganda. This was on a "five (5) point Likert scale" (where 1= strongly disagree 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly agree).

### Political dynamics of organization mission and employee performance

This section is a presentation, analysis and discussion of the findings from the opinions derived from responses on the effect of Organization Involvement and Employee performance in public universities. It is composed of fifteen (1) constructs derived from the study objective. Findings show variations in opinions as seen in the table 1.1 below. The findings were discussed and data was generated from the administered questionnaires. The data was validated by triangulation to build a relationship between scholarly reviewed literature about the politics of organization culture and employee performance in selected public universities in Uganda. The first object of this investigation was to analyze the association between organizational mission and the performance of employees in public universities in Uganda. The first research question, as noted earlier, sought examine the relationship between the mission of the organization and the performance of employees in public universities in Uganda. Findings revealed that mission had a statistically significant positive effect on employees' performance in public universities in Uganda.

**Table 1.** Respondents' opinions regarding Organization Mission and Employee Performance

S/N	Statement	SD	D	N	A	SA	Mean	S.D	Comment
B1	The university has a mission statement	4.4	0.3	1.7	21.3	72.3	4.51	0.911	Very high
B2	I know the university mission statement	2.7	3.4	6.4	33.1	54.4	4.33	0.938	Very high
B3	The mission statement provides a clear sense of direction for the institution	1.7	2.7	7.8	39.9	48.0	4.30	0.855	Very high
B4	The university mission encourages high performance among the staff.	1.4	4.1	0.3	57.8	36.5	4.24	0.772	Very high
B5	The University's core values are the basis for of staff performance	2.0	7.1	4.7	51.4	34.8	4.10	0.925	Very high

B6	The performance indicators are based on the University core values.	6.4	2.7	2.4	64.5	24.0	3.97	0.976	High
B7	The University employs staffs who represent its purpose for existence.	1.7	4.4	0.7	75.7	17.6	4.03	0.715	High
B8	The staff performance reflects their commitment to its purpose of existence.	1.7	0.3	-	78.7	16.6	4.05	0.662	High
B9	There is a vision statement in place	1.4	0.7	-	54.7	43.2	4.38	0.663	Very high
B10	The vision of the university is always clearly communicated to staff	3.7	9.1	-	56.8	30.4	4.01	1.003	High
B11	The university vision is always referred to by management at all levels.	3.4	11.1	-	61.1	24.3	3.92	0.995	High
B12	There is a periodic review of the University's purpose of existence	4.4	10.8	-	64.9	19.3	3.85	1.004	High
B13	The performance goals of staff reflect the fundamental values and goals of the university	2.4	5.1	7.8	46.3	38.5	4.14	0.929	Very high
B14	The employees under go annual orientations about the university's purpose of existence	10.5	15.5	3.4	40.9	29.7	3.64	1.331	High
B15	The goal of the university is reviewed after every five years for clarity of vision	8.1	20.9	4.7	39.9	26.4	3.55	1.298	High
<b>Average Mean</b>							<b>4.068</b>	<b>0.932</b>	<b>High</b>

**Source (Field Data, 2018)**  
**Regression analysis**

**Table 2.** showing the Model Summary in the relationship between political dynamics of organization Mission and Employee performance in public universities in Uganda

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.483 <sup>a</sup>	.233	.231	.49748	.233	89.510	1	294	.000

a. Predictors: (Constant), Mission  
Source (Field Data, 2018)

In determining the politics of organization mission and employee performance in selected public universities in Uganda a regression analysis was taken (Table 4.12). The outcome shows that organization mission affects employee performance by 23.3%. This implies that a unit increase in mission improves employee performance by 23.3% and it is significant ( $P= 0.000$ ) meaning mission is a significant determinant of employee performance in public universities in Uganda. Therefore mission contributes 23.3% to employee performance. Thus the hypothesis ( $H_0$ ) which states that Organizational mission

has no relationship with employee performance in public universities in Uganda is rejected.

#### CONCLUSION

The preceding chapter discussed and presented the study objective and according to table 4.19 overall the politics of organization mission affects employee performance by 23.7% of which mission contributes the biggest percentage of 23.3% while others (consistency, involvement and adaptability) each contributes 0.1%.

When a multivariate regression is carried out Adaptability contributes negatively (-0.031) implying that an increase in adaptability reduces employee performance.

This implies that the organization culture positively affects the performance of employees by 23.7%. This implies that there is still a gap (73.6%) that needs to be filled so as to appropriately address the issues that affect performance of employees in academic power houses- the higher institutions of learning. Much as empirical evidence suggests factors like attitude, enumeration, work environment policies are vital in accounting for the performance of employees in Ugandan public universities, a further investigation will bring out better results on each of the factors in detail

## RECOMMENDATIONS

The recommendations from the study are presented in this section objective by objective.

University Administrators should ensure that universities missions are clearly articulated to all employees in order to enhance employee performance. The Management programs should also emphasize to the stakeholders the importance appreciating, implementing, and being stewards of a shared mission, values, goals so that they ably act as unifying tools for university members towards a similar mission for the future, which is, towards increasing the level the workers output.

It's also recommended that all employees should get involved in reviewing their organization missions in order to improve their performance.

It is recommended that the National Council of Higher Education and Ministry of Education should ensure that all Universities have a missions are well known by all employees. Given that 45% of the respondents were unable to recall any part of the mission statement adopted by the university that simply having the mission statement hanged around the offices and compound alone doesn't help people to internalize the mission statement, it should be clearly articulated and internalized by all the stakeholders it should not be a mere writing but the stakeholders should actually live it.

## Suggestions for Further Research

It is recommended that further research to be carried out focusing more on the Organization mission and Employee performance in government funded and privately funded Universities since the current research focused on only government funded universities in Uganda and yet private universities also have their unique missions and so it would be interesting to do a comparative study.

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