

Ph.D. Public Defence

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Title : Organizational culture and the management of universities in
Uganda

Abstract

The purpose of this study was to find out how organizational cultures affect the management of universities in Uganda. Organizational cultures of universities are increasingly characterized by values, norms and practices that do not appear efficacious in enabling universities become more efficient and effective. While the bulk of research is concerned with organizational cultures in business organizations, little has been reported on institutions of higher learning in Uganda and thus accentuated the need for this research. A review of literature and studies reasonably close to this research topic identified four organization cultural factors that affect the management of universities and these include organizational structure, internal interactions, leadership and employee needs; which were synthesized to form a conceptual framework which was empirically validated by this study. A cross sectional survey design was employed to collect data from a sample of 361 respondents drawn from a population of 6494 from eleven universities' top managers, administrative, academic and support staff. Quantitative data was analysed using pearson's product moment correlation coefficient and multiple regression; while percentages were used to analyze qualitative data. The results confirmed that organizational culture factors such as the way universities are organized, how members interact, leadership and employee needs significantly affect the management of universities. It was also found that the hierarchical cultures universities cherish restrict the staff to become creative and innovative; and also a culture of dictatorship and poor remuneration exist in universities. Nevertheless it was also found that universities members work as teams through lack of culture of interacting informally. There is need therefore, to enforce policy on: 1) integrating less bureaucratic structures in the organization of universities; ii) training of university leaders in management skills to consummate their performance; iii) sustaining teamwork; and iv) offering a good compensation to mitigate too much moonlighting. Additional research is also needed to cover a large sample of universities across a number of dimensions of organizational culture such as missions and visions; decision making; formulation or goals and external environment. It would be useful also to carry out a comparative study of cultures within categories of universities to contribute to a better understanding of diversity in organizational cultures.