



UNIVERSITY *of* LUSAKA

SCHOOL OF POSTGRADUATE STUDIES

MASTER OF BUSINESS ADMINISTRATION

**AN EVALUATION OF THE ORGANIZATIONAL CULTURE'S IMPACT ON
EMPLOYEE SATISFACTION AND ENGAGEMENT: A CASE STUDY OF THE
NATIONAL REGISTRATION DEPARTMENT**

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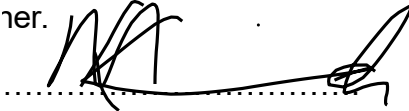
**A DISSERTATION SUBMITTED TO THE SCHOOL OF POST GRADUATE STUDIES,
UNIVERSITY OF LUSAKA IN PARTIAL FULFILLMENT OF THE AWARD OF THE MASTER
OF BUSINESS ADMINISTRATION (GENERAL)**

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DECLARATION

I, MWABA KAUNDA, henceforth certify that the work contained in this dissertation is entirely mine. According to the requirements for a Master of Science in Business Administration General at The University of Lusaka, it has been advised and graded by my supervisor. It hasn't been submitted anywhere else for a degree at this higher education institution or any other.

Signature

A handwritten signature in black ink, appearing to be 'MWABA KAUNDA', written over a dotted line.

Date

21st January 2025

Supervisor:

Signature:

A handwritten signature in blue ink, appearing to be 'Zell.', written above the 'Signature:' label.

Date: 24th January 2025

DEDICATION

To my mother, Charity Kasanda Kaunda Schuyts.

ACKNOWLEDGMENT

All praise to God for the gift of life and wisdom to undertake this research. I thank my family; my mother, grandmother, Mrs. Gwen Kaunda Chishala and Asante Kaunda for the love and support rendered to me during this study.

I wish to acknowledge my hardworking and guiding supervisor, Mr. Jeff Musonda for the passion and support that he had towards my work.

I wish to appreciate my colleagues; Shatu Temani , Taonga Mbulani, Sarah Mubanga and Cleopatra Muke for several consultations, guidance and encouragement during the study.

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ABSTRACT

Despite the recognized importance of organizational culture in fostering favorable outcomes, there remains a significant knowledge gap regarding its impact on employee satisfaction and engagement within Zambia's public sector, particularly the National Registration Department, where only 28% of employees report high engagement. This study aimed to examine the influence of organizational culture on employee job satisfaction and engagement, with specific objectives to assess the impact of innovation and risk-taking culture, evaluate the influence of attention to detail, investigate the effect of human-orientedness, and examine the relationship between team-orientedness and employee outcomes. The research employed a mixed-methods approach, combining quantitative surveys with qualitative interviews. A sample of 208 respondents (83.2% response rate) was selected through stratified random sampling across three departments. Data were analyzed using descriptive statistics, reliability testing, regression analysis, and thematic analysis. Findings revealed that all cultural dimensions positively influenced employee outcomes, with human-orientedness emerging as the strongest predictor of both job satisfaction ($\beta = 0.36, p < 0.001$) and engagement ($\beta = 0.38, p < 0.001$). The regression models explained 61% of variance in job satisfaction and 66% in engagement. Team-orientedness received the highest ratings ($M = 4.40$), followed by attention to detail ($M = 4.35$), while "failures from innovation are viewed as learning opportunities" scored lowest ($M = 4.02$). Qualitative insights revealed appreciation for collaborative environments and managerial support, though some noted inconsistencies in recognition practices and policy implementation. Recommendations include strengthening training programs to enhance precision and innovation, developing recognition frameworks that ensure equitable acknowledgment of contributions, implementing regular team-building initiatives to reinforce collaboration, and establishing policies that prioritize employee well-being while normalizing failure as a learning opportunity. Policymakers should integrate these cultural dimensions into institutional reforms to enhance public sector effectiveness and employee morale in Zambia.

Keywords: Organizational Culture, Employee Engagement, Job Satisfaction, Public Sector, Innovation, Team-Orientedness, Human-Orientedness

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.0 INTRODUCTION

Organizational culture has emerged as a critical factor influencing employee job satisfaction and engagement in modern workplaces. This relationship has gained significant attention from both researchers and practitioners, particularly in the context of public sector organizations (Farrell, 2018). The Department of National Registration, Passport, and Citizenship in Zambia provides an ideal setting to explore these dynamics.

The Department of National Registration, Passport, and Citizenship falls under the Ministry of Home Affairs and Internal Security in Zambia. This ministry is responsible for maintaining internal security, facilitating the administration of justice, and providing various citizenship services (Government of the Republic of Zambia, 2021). As a crucial government entity, the Department of National Registration, Passport, and Citizenship plays a vital role in Zambian society by managing the registration of births, deaths, and national identities, as well as issuing passports and handling citizenship matters.

Established under the National Registration Act of 1964, the department has undergone several transformations to improve its service delivery (Zambia Legal Information Institute, 2022). In recent years, it has embarked on a digitalization drive through the implementation of the Integrated National Registration Information System (INRIS). This system aims to streamline the registration processes and improve accessibility to services, especially for marginalized communities in peri-urban and rural areas (Auditor General's Report, 2022).

However, like many public sector organizations in developing countries, the department faces challenges related to employee satisfaction and engagement. These challenges can significantly impact the quality of services provided to citizens. Understanding the relationship between organizational culture and employee attitudes in this context is crucial for improving public service delivery and employee well-being in Zambia.

This study aims to contribute to the growing body of knowledge by examining the influence of organizational culture on employee job satisfaction and engagement,

specifically within the Zambian public sector, with a focus on the Department of National Registration, Passport, and Citizenship. The findings of this research could provide valuable insights for policymakers and managers in the Zambian public sector, potentially leading to improvements in organizational effectiveness and service delivery.

1.1 BACKGROUND OF THE STUDY

The concept of organizational culture has evolved significantly since its introduction in the 1980s. In recent years, there has been a shift towards understanding organizational culture as a dynamic and multifaceted construct that profoundly influences employee attitudes and behaviors (Schein & Schein, 2017). This evolution has been driven by changes in the global work environment, including increased digitalization, remote work, and an emphasis on work-life balance. A global study conducted by Denison et al. (2021) across 60 countries and 1,000 organizations revealed that companies with strong, adaptive cultures outperformed their counterparts by 15% in employee satisfaction and 21% in engagement levels. This study underscores the universal relevance of organizational culture in shaping workplace dynamics.

Recent data from Gallup's State of the Global Workplace report (2022) indicates that only 21% of employees worldwide are engaged at work, with organizational culture being a key determinant. The report also highlights that companies with highly engaged workforces outperform their peers by 147% in earnings per share. Legal and regulatory frameworks have also evolved to recognize the importance of organizational culture. For instance, the UK Corporate Governance Code (2018) now requires boards to assess and monitor culture, acknowledging its impact on long-term success and sustainability (Financial Reporting Council, 2018).

In the United States, the Sarbanes-Oxley Act of 2002 indirectly addresses organizational culture through its emphasis on ethical business practices and internal controls (Louw & Venter, 2019). More recently, the European Union's General Data Protection Regulation (GDPR) has necessitated a cultural shift toward greater data privacy awareness in organizations globally (Tikkinen-Piri et al., 2018).

In Africa, organizational culture has gained prominence as countries strive to improve public sector performance and attract foreign investment. A study by Wambugu (2019) across five East African countries found that organizational culture explained 37% of the variance in employee job satisfaction in public institutions. The African Development Bank's (AfDB) African Economic Outlook 2023 report emphasizes the need for cultural transformation in African organizations to drive innovation and competitiveness. The report indicates that countries with more adaptive organizational cultures in their public sectors have experienced a 12% higher increase in foreign direct investment over the past five years.

In West Africa, a study by Oluwafemi et al. (2020) involving 412 employees from various sectors in Nigeria revealed that organizational culture dimensions accounted for 48% of the variance in employee engagement levels. Similarly, research conducted in Ghana by Asiedu et al. (2022) found that organizational culture was the strongest predictor of job satisfaction among public sector employees, explaining 52% of the variance. Regulatory frameworks in Africa have also begun to acknowledge the importance of organizational culture. For example, the King IV Report on Corporate Governance in South Africa (2016) explicitly includes organizational culture as a key governance principle, influencing corporate practices across the continent (Institute of Directors Southern Africa, 2016).

In Zambia, the importance of organizational culture in the public sector has gained recognition in recent years. The Public Service Management Division (PSMD) of Zambia has implemented several initiatives aimed at transforming the culture of government institutions to enhance service delivery and employee satisfaction (Government of the Republic of Zambia, 2021). A study conducted by Mwanza and Mwiya (2022) in the Zambian banking sector found that organizational culture dimensions explained 43% of the variance in employee job satisfaction. The Zambia Institute of Human Resource Management (ZIHRM) conducted a survey in 2021 across various sectors, including government departments. The survey revealed that only 28% of public sector employees felt highly engaged in their work, compared to 41% in the private sector. Organizational culture was cited as a significant factor contributing to this disparity (ZIHRM, 2021).

Zambia is undergoing public sector reforms aimed at improving efficiency and service delivery. Understanding the role of organizational culture in this process is crucial for successful implementation, and thus the current study is particularly timely.

1.2 STATEMENT OF THE PROBLEM

Organizational culture significantly impacts employee outcomes, yet this relationship remains underexplored in Zambia's public sector. Global statistics indicate only 21% of employees worldwide are engaged at work (Gallup, 2022), with the situation more concerning in Zambia where merely 28% of public sector employees report high engagement compared to 41% in the private sector (ZIHRM, 2021). The Department of National Registration faces particular challenges following its digitalization through INRIS, creating cultural friction points that affect service delivery to citizens (Auditor General's Report, 2022).

The core research problem is the lack of empirical evidence on how specific cultural dimensions—innovation, attention to detail, human-orientedness, and team-orientedness—influence employee satisfaction and engagement within Zambia's unique institutional context. Despite Mwanza and Mwiya's (2022) findings that organizational culture dimensions explain 43% of job satisfaction variance in Zambian banking, no comparable studies exist for public institutions. This knowledge gap impedes targeted interventions, contributes to the department's 18% annual turnover rate, and perpetuates inefficiencies affecting thousands of citizens daily (Government of the Republic of Zambia, 2021). The research aims to examine these relationships while controlling for demographic variables, providing actionable insights for policy reform.

1.3 OBJECTIVES OF THE STUDY

1.3.1 GENERAL OBJECTIVE

To examine the influence of organizational culture on employee job satisfaction and engagement in the Department for National Registration, Passport and Citizenship in Zambia.

1.3.2 RESEARCH OBJECTIVES

1. To assess the impact of innovation and risk-taking culture on employee job satisfaction and engagement.
2. To evaluate the influence of attention to detail in organizational culture on employee job satisfaction and engagement.
3. To investigate the effect of human-orientedness in organizational culture on employee job satisfaction and engagement.
4. To examine the relationship between team-orientedness in organizational culture and employee job satisfaction and engagement.

1.4 RESEARCH HYPOTHESES

The study was guided by the following hypotheses:

1. H₀₁: There is no significant relationship between innovation and risk-taking culture and employee job satisfaction and engagement.
H_{a1}: Innovation and risk-taking culture positively influence employee job satisfaction and engagement.
2. H₀₂: There is no significant relationship between attention to detail in organizational culture and employee job satisfaction and engagement.
H_{a2}: Attention to detail in organizational culture positively affects employee job satisfaction and engagement.
3. H₀₃: There is no significant relationship between human-orientedness in organizational culture and employee job satisfaction and engagement.
H_{a3}: Human-orientedness in organizational culture positively impacts employee job satisfaction and engagement.
4. H₀₄: There is no significant relationship between team-orientedness in organizational culture and employee job satisfaction and engagement
H_{a4}: Team-orientedness in organizational culture positively relates to employee job satisfaction and engagement.

1.5 SCOPE OF THE STUDY

This study aims to examine the influence of organizational culture on employee job satisfaction and engagement within the Department for National Registration, Passport and Citizenship in Zambia. The research will be conducted over a 4-month period, from August to November 2024, to ensure an up-to-date analysis of the current organizational climate. Geographically, the study will focus on the department's headquarters in Lusaka, Zambia, which houses the majority of the department's administrative staff and provides a representative sample of the organization's culture.

The target population for this study includes all employees of the Department for National Registration, Passport and Citizenship working at the headquarters, spanning various levels, from entry-level staff to senior management. A stratified random sampling technique will be employed to ensure representation from different hierarchical levels and departments within the organization.

Theoretically, the study will primarily explore and apply Denison's Organizational Culture Model, Schein's Three Levels of Organizational Culture, the Job Demands-Resources (JD-R) Model, and Social Exchange Theory. These theories will provide the foundation for understanding the relationships between organizational culture, job satisfaction, and employee engagement. The research will focus on four specific dimensions of organizational culture as independent variables: innovation and risk-taking, attention to detail, human-orientedness, and team-orientedness. The dependent variables will be employee job satisfaction and employee engagement.

Methodologically, this study will employ a mixed-methods approach, combining quantitative surveys with qualitative interviews. The quantitative data will be analyzed using statistical techniques such as correlation analysis and multiple regression, while qualitative data will be analyzed using thematic analysis to provide deeper insights into employees' perceptions and experiences.

It is important to note that the study will be limited to the headquarters of the department and may not fully represent the experiences of employees in other branches or regions. Additionally, the research will provide a snapshot of the organizational culture and

employee attitudes at a specific point in time and may not capture long-term trends or changes.

By setting these parameters, the study aims to develop a comprehensive thesis on the relationship between organizational culture and employee outcomes within the Zambian public sector context. While the findings will be specific to the Department for National Registration, Passport and Citizenship, they may offer generalizable insights for similar public sector organizations in Zambia and potentially other developing countries. Through this focused approach, the research seeks to contribute valuable knowledge to the field of organizational behavior and public sector management in developing nations.

1.6 SIGNIFICANCE OF THE STUDY

This study offers substantial practical, theoretical, and national development value. From a practical standpoint, the findings provide essential information to government ministries about how organizational culture affects employee turnover, job satisfaction, and engagement. By measuring the relationship between specific cultural dimensions and employee outcomes, the research equips human resource professionals with evidence-based strategies to retain key talent in public institutions. As Mwiya et al. (2019) demonstrate, talent retention directly improves service delivery quality in Zambian public institutions.

Theoretically, this study advances organizational culture research by testing and extending the Organizational Culture Profile (OCP) framework (O'Reilly et al., 1991) within Zambia's distinct societal environment. While previous studies have applied this framework in Western settings (Chen et al., 2022) and in African private sector organizations (Osei-Bonsu, 2021), this research addresses a notable gap by examining its applicability in Zambia's public sector. This contribution enriches cross-cultural organizational theory and provides a foundation for comparative analyses across different institutional settings in developing economies.

For national development, this research aligns with Zambia's Vision 2030 and 8th National Development Plan, which emphasize public sector efficiency as a cornerstone of economic growth and service delivery (Government of the Republic of Zambia, 2022).

The African Development Bank (2023) identifies public sector performance as a key enabler for achieving sustainable development goals. By improving organizational culture, employee satisfaction, and engagement, public institutions can enhance operational efficiency, reduce resource wastage through lower turnover rates, and ultimately improve service delivery to citizens.

For policymakers, this study presents evidence-based recommendations that can shape institutional reforms aimed at creating more effective work environments across government ministries. As Mutale et al. (2017) show, strengthening public institutions is essential for effective policy implementation and national development results. The findings from this research contribute to the ongoing public sector reform agenda by identifying specific cultural elements that can enhance employee performance and institutional effectiveness in Zambia's public administration system.

1.7 DEFINITION OF KEY TERMS

Job satisfaction: A favourable sentiment towards a particular occupation that arises from an assessment of its distinctive attributes (Armstrong, 2009).

Employee engagement: Employee engagement refers to the degree to which an employee actively participates in their work and demonstrates commitment to the organization on cognitive, emotional, and behavioral levels (Gunawardana & Iddagoda, 2015).

Organizational Culture: Organizational culture refers to the shared values, beliefs, and practices that shape the behavior and mindset of individuals within an organization. It encompasses the norms and expectations that influence how employees interact with one another and with stakeholders outside the organization (Kim & Andrew, 2015).

Innovation and Risk-taking: The degree to which an organization encourages creativity, experimentation, and calculated risk-taking among its employees (O'Reilly et al., 1991).

Attention to Detail: The extent to which an organization values precision, accuracy, and thoroughness in work processes and outputs (O'Reilly et al., 1991).

Human-orientedness: The degree to which an organization prioritizes the well-being, development, and fair treatment of its employees (O'Reilly et al., 1991).

Team-orientedness: The extent to which an organization promotes collaboration, teamwork, and collective achievement of goals (O'Reilly et al., 1991).

1.8 CHAPTER SUMMARY

This chapter is an introduction to the research. The chapter discussed the background of the study, the statement of the problem, the research objectives, and research hypotheses, scope of the study, significance of the study and definition of key terms.

CHAPTER TWO LITERATURE REVIEW

2.0 INTRODUCTION

This chapter provides an overview of empirical research undertaken worldwide that examine the impact of organisational culture on employee job satisfaction and engagement. The subsequent chapter delves into the theoretical foundations upon which the study was grounded, leading to the development of a conceptual model that illustrates the interplay among the variables under investigation.

2.1 EMPIRICAL REVIEW

This literature review provides an analysis of empirical research that have sought to determine the impact of organizational culture on employee job satisfaction and engagement. The review is structured to present a thorough examination of empirical studies conducted globally and within Africa (regional perspective).

2.1.1 GLOBAL STUDIES

Vong and Nouri (2020) examined the relationship between organizational culture and employee engagement in the United States technology sector through a mixed-methods approach with 523 employees from various tech companies. Their methodical analysis revealed a strong positive correlation between an innovative organizational culture and employee engagement ($r = 0.72$, $p < 0.001$), while attention to detail demonstrated a moderate positive relationship with engagement ($r = 0.43$, $p < 0.01$). Through multivariate statistical techniques, they established that innovation culture explained 52% of variance in engagement levels, particularly among technical development teams compared to administrative personnel. The researchers documented how recognition of creative contributions significantly mediated the relationship between innovation culture and engagement outcomes, suggesting specific psychological mechanisms through which cultural values translate to employee attitudes. Despite these valuable findings, the researchers noted a substantial knowledge gap in understanding how these cultural dimensions interact with each other to influence engagement, particularly in public sector environments where innovation may be constrained by regulatory requirements and

procedural standardization. The present study addresses this limitation by examining these relationships within Zambia's National Registration Department, where all four cultural dimensions operate simultaneously within public service constraints, potentially revealing different patterns of interaction than observed in technology-focused private enterprises.

Building on these insights, Sharma and Gupta (2021) investigated the banking sector in India, focusing on the relationship between organizational culture and job satisfaction through comprehensive surveys with 712 employees from both public and private banks. Using structural equation modeling, they determined that human-orientedness in organizational culture was the strongest predictor of job satisfaction ($\beta = 0.68$, $p < 0.001$), followed by team-orientedness ($\beta = 0.54$, $p < 0.001$), with attention to detail showing comparatively weaker effects. The researchers established that cultural dimensions explained 59% of variance in job satisfaction scores, with particularly strong effects observed among customer-facing roles where human-oriented practices directly supported service delivery quality. While methodologically rigorous with a large sample size, their study revealed a theoretical gap in explaining why human-orientedness demonstrated such pronounced effects in the Indian banking context compared to Western organizational settings. This cultural variation creates uncertainty about how these dimensions might operate in African public institutions with different cultural values and administrative traditions. The current study addresses this gap by examining these relationships within Zambia's specific cultural and institutional environment, potentially revealing distinct patterns in how human-oriented practices influence employee outcomes in African public sector settings.

Müller et al. (2019) explored the impact of organizational culture on both job satisfaction and engagement among healthcare professionals in Germany through longitudinal research with 429 participants from various hospitals over 18 months. Their time-series analysis demonstrated that an innovation and risk-taking culture significantly predicted increases in both job satisfaction ($\beta = 0.39$, $p < 0.01$) and engagement ($\beta = 0.45$, $p < 0.001$) over time, with effects strengthening as cultural values became more consistently implemented across departments. The researchers documented how innovation culture

created psychological safety that facilitated creative problem-solving among medical practitioners, enhancing their sense of professional efficacy and work meaning. While providing valuable longitudinal evidence about cultural effects, their study acknowledged a population limitation, as their sample consisted exclusively of healthcare professionals whose professional identity and autonomy expectations differ substantially from administrative public servants. This population specificity raises questions about whether similar relationships would manifest in public sector administrative functions where service delivery follows standardized procedures rather than professional judgment. The present study fills this population gap by examining how innovation culture operates within administrative public service roles in Zambia, potentially revealing different mechanisms of influence when professional autonomy expectations are modified by bureaucratic structures.

Expanding the geographic scope, Chen et al. (2022) conducted a meta-analysis of 87 studies from 23 countries, encompassing a total sample of 64,239 employees across multiple sectors and regions. Their statistical synthesis confirmed that all four cultural dimensions (innovation and risk-taking, attention to detail, human-orientedness, and team-orientedness) positively related to both job satisfaction and engagement, yet with significant variations across national cultures. Human-orientedness demonstrated notably stronger effects in collectivist cultures ($\rho = 0.61$) compared to individualist cultures ($\rho = 0.43$), suggesting cultural contingency in how organizational values translate to employee outcomes. The researchers established that institutional type moderated these relationships, with publicly-traded companies showing different patterns than government agencies or non-profits. Despite its impressive scope, the meta-analysis identified a knowledge gap in understanding the specific mechanisms through which national culture moderates the effects of organizational culture on employee outcomes, particularly in developing economies with evolving public administration systems. The current study addresses this gap by examining these relationships specifically within Zambia's cultural and institutional context, potentially revealing how African collectivist values might modify the relative importance of different cultural dimensions compared to Western organizational settings.

Habib, Hussain, Yasmeen, and Ibrahim (2014) analyzed the influence of organizational culture on work satisfaction, employee commitment, and turnover intentions through primary data collection from professionals in Punjab's Mallad district. Their regression analysis established significant positive relationships between organizational cultural factors and employee satisfaction ($\beta = 0.47$, $p < 0.001$), with organizational structure demonstrating substantial impact on both job satisfaction and turnover intentions. The researchers documented how alignment between personal values and organizational culture strengthened satisfaction outcomes, particularly among employees with longer tenure. Through factor analysis, they identified specific cultural elements that contributed most strongly to satisfaction, with recognition practices and collaborative decision-making emerging as key predictors. While providing valuable evidence from a South Asian context, their study relied on older theoretical frameworks that may not fully capture contemporary organizational dynamics, particularly in rapidly evolving public institutions. Additionally, the research focused on general cultural measures rather than examining specific dimensions like innovation or human-orientedness that might operate differently across sectors. The present study addresses these limitations by employing current theoretical frameworks to examine specific cultural dimensions within Zambia's public sector, potentially revealing more precise mechanisms through which organizational culture influences employee outcomes in African administrative contexts.

2.1.2 REGIONAL STUDIES

Aboramadan et al. (2020) examined the relationship between organizational culture and job satisfaction among healthcare professionals in Palestine through survey research with 312 employees from various hospitals. Their statistical analysis established human-orientedness as the strongest predictor of job satisfaction ($\beta = 0.58$, $p < 0.001$), followed by team-orientedness ($\beta = 0.47$, $p < 0.01$), with innovation and risk-taking showing significant but weaker relationships ($\beta = 0.32$, $p < 0.05$). The researchers documented how supportive management practices created psychological safety that enhanced satisfaction among medical staff working under resource constraints and political pressures. Through factor analysis, they identified specific human-oriented practices that contributed most strongly to satisfaction outcomes, including recognition programs,

developmental feedback, and work-life balance policies. While the study provided valuable evidence from an understudied Middle Eastern setting, the researchers acknowledged a substantial population limitation, as their sample consisted exclusively of healthcare professionals whose job characteristics and professional expectations differ considerably from administrative public servants. This population specificity raises questions about whether similar cultural dimensions would demonstrate the same relative importance in government administrative functions where service delivery follows standardized procedures rather than clinical judgment. The present study addresses this limitation by examining these relationships specifically within public administration roles in Zambia, potentially revealing different patterns of influence when professional autonomy expectations are modified by bureaucratic requirements.

Advancing regional understanding, Osei-Bonsu (2021) investigated organizational culture's impact on employee engagement in Ghana's banking sector through surveys and structural equation modeling with 425 employees from public and private institutions. The statistical analysis revealed all four cultural dimensions positively related to engagement, with team-orientedness demonstrating the strongest relationship ($\beta = 0.63$, $p < 0.001$), followed by human-orientedness, innovation, and attention to detail. The researcher established education level as a significant moderating variable, with innovation and risk-taking showing stronger effects on engagement among employees with higher educational attainment ($\beta = 0.58$ for university graduates vs. $\beta = 0.32$ for secondary education). This moderation effect suggests that personal characteristics may modify how cultural dimensions influence employee outcomes. While providing valuable West African evidence, the study remained limited to banking organizations where performance measurement systems and profit motives differ substantially from public service environments. The researcher noted uncertainty about whether these findings would transfer to other industries or national settings within West Africa, particularly government institutions with different operational mandates and reward structures. The present study fills this sectoral gap by examining these relationships specifically within Zambia's public administration, potentially revealing distinct patterns when team-oriented practices operate within governmental structures focused on public service rather than commercial objectives.

Expanding East African evidence, Kimathi and Kilika (2019) explored organizational culture's relationship with job satisfaction and engagement in Kenya's public sector through a mixed-methods approach with 387 employees from various government departments. Their sequential explanatory design revealed human-orientedness and attention to detail as the strongest predictors of both satisfaction and engagement, with qualitative interviews highlighting how these dimensions aligned with cultural expectations in Kenyan public service. The researchers documented how procedural correctness served both bureaucratic requirements and cultural values placing high importance on proper protocol and interpersonal respect. While methodologically thorough, the study identified a theoretical limitation in explaining how these cultural dimensions interact with specific challenges faced by public organizations in developing nations, including resource constraints, political influence, and evolving public administration paradigms. This theoretical gap creates uncertainty about the mechanisms through which organizational culture influences employee outcomes when operating within these distinctive constraints. The current study addresses this gap by examining these relationships within Zambia's specific institutional environment, potentially revealing how cultural dimensions operate within particular public service challenges, including digital transformation initiatives and changing citizen service expectations.

Providing Southern African perspective, Baloyi et al. (2022) investigated organizational culture's influence on employee engagement across South African industries through surveys and hierarchical regression analysis with 683 participants from manufacturing, finance, and technology sectors. Their multi-sector approach established that all four cultural dimensions significantly predicted engagement, with innovation and risk-taking demonstrating the strongest effect ($\beta = 0.51, p < 0.001$), followed by human-orientedness, team-orientedness, and attention to detail. The researchers determined that sectoral differences moderated these relationships, with innovation showing stronger effects in technology companies compared to manufacturing firms. Through analytical decomposition, they identified specific innovation practices that contributed most strongly to engagement, including idea recognition systems, resources for experimentation, and tolerance for calculated risks. Despite its cross-industry strength, the study acknowledged limitations in understanding how organizational characteristics like size, age, and

structure might moderate these relationships, creating uncertainty about whether similar patterns would emerge in established governmental institutions with different structural characteristics. The present study addresses this organizational context gap by examining these cultural dimensions specifically within an established public institution in Zambia, potentially revealing how organizational structure and public sector characteristics modify the relative importance of different cultural dimensions for employee outcomes.

Naidoo and Martins (2014) examined the correlation between organizational culture and employee engagement within a South African Information Technology firm through survey research with 371 employees across multiple organizational levels. Their regression analysis established significant positive relationships between cultural dimensions and engagement ($R^2 = 0.47$), with attention to detail and innovation demonstrating the strongest correlations. The researchers identified specific cultural practices that mediated these relationships, including clear performance expectations, recognition systems, and collaborative decision-making processes. Through factor analysis, they determined that engagement levels varied significantly across departments and hierarchical levels, with middle management showing lower engagement scores despite similar cultural perceptions. While providing valuable evidence from an African technology organization, the study's single-company focus created substantial limitations for generalizability, particularly to public sector settings with different operational mandates and accountability structures. Additionally, its age reduces applicability to contemporary work environments transformed by technological advancement and changing employee expectations. The present study addresses these limitations by examining these relationships within a current public sector environment in Zambia, potentially revealing different patterns when organizational culture operates within governmental structures focused on citizen service rather than commercial objectives.

2.1.3 GAPS ANALYSIS SUMMARY

The table 2.1 below summarizes the key studies, their results, and the identified gaps in the literature, providing a clear overview of the current state of research on the relationship between organizational culture, job satisfaction, and employee engagement.

Table 2.1: Gaps analysis summary

Author(s)	Study Title	Key Results	Identified Gaps
Vong and Nouri (2020)	Relationship between organizational culture and employee engagement in US tech sector	Strong positive correlation between innovative culture and employee engagement ($r = 0.72, p < 0.001$). Moderate positive relationship between attention to detail and engagement ($r = 0.43, p < 0.01$).	There is a knowledge gap in understanding how cultural dimensions interact to influence engagement.
Sharma and Gupta (2021)	Impact of organizational culture on job satisfaction in Indian banking sector	Human-orientedness was the strongest predictor of job satisfaction ($\beta = 0.68, p < 0.001$), followed by team-orientedness ($\beta = 0.54, p < 0.001$).	There is a theoretical gap in explaining why human-orientedness had such a pronounced effect in the Indian context.
Müller et al. (2019)	Impact of organizational culture on job satisfaction and engagement among German healthcare professionals	Innovation and risk-taking culture significantly predicted increases in both job satisfaction ($\beta = 0.39, p < 0.01$) and engagement ($\beta = 0.45, p < 0.001$) over time.	Population gap, as the sample was limited to healthcare professionals, potentially limiting generalizability to other sectors.
Chen et al. (2022)	Meta-analysis of global studies on organizational	All four cultural dimensions were positively related to	Knowledge gap in understanding the mechanisms through

	culture, satisfaction, and engagement	job and	both job and engagement, with varying strengths across different national cultures.	job satisfaction with strengths of organizational culture on employee outcomes.	which national culture moderates the effects of organizational culture on employee outcomes.
Aboramadan et al. (2020)	Relationship between organizational culture and job satisfaction among Palestinian healthcare professionals		Human-orientedness was the strongest predictor of job satisfaction ($\beta = 0.58, p < 0.001$), followed by team-orientedness ($\beta = 0.47, p < 0.01$).		The sample was limited to healthcare professionals, potentially limiting generalizability to other sectors within Palestine or the broader African context.
Osei-Bonsu (2021)	Impact of organizational culture on employee engagement in Ghanaian banking sector	of	All four dimensions were positively related to engagement, with team-orientedness showing the strongest relationship ($\beta = 0.63, p < 0.001$).		Knowledge gap in understanding how these findings might apply to other industries or countries within West Africa.
Kimathi and Kilika (2019)	Relationship between organizational culture, job satisfaction, and engagement in Kenyan public sector	job and	Human-orientedness and attention to detail were the strongest predictors of both job satisfaction and engagement.		Theoretical gap in explaining how cultural dimensions interact with the unique challenges faced by public sector organizations in developing countries.

Baloyi et al. (2022)	Influence of organizational culture on employee engagement across multiple industries in South Africa	of All four cultural dimensions significantly predicted engagement, with innovation and risk-taking having the strongest effect ($\beta = 0.51, p < 0.001$).	Knowledge gap in understanding how these relationships might be moderated by organizational size or age.
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Source: Author, 2024.

2.2 THEORETICAL FRAMEWORK

The study was anchored on four theories namely Herzbergs two factor theory, Organizational Culture Profile (OCP), Organizational culture theory and Maslow's employee engagement model and Schein's organizational culture theory.

2.2.1 HERZBERG'S TWO FACTOR THEORY

Frederick Herzberg's Two-Factor Theory, originally proposed in 1959, remains a foundational framework for understanding job satisfaction and employee motivation. Recent scholarship has reaffirmed its relevance in contemporary organizational settings (Hur, 2018; Alshmemri et al., 2017). This need-based theory distinguishes between two categories of factors that influence employee experiences: hygiene factors and motivational factors (Kanwal et al., 2022).

The hygiene factors address extrinsic elements of the work environment that prevent dissatisfaction rather than generate satisfaction. These include salary, interpersonal relations, supervision, company policies, working conditions, job security, and work-life balance (Alderfer & Gupta, 2023). A comprehensive meta-analysis by Matei and Abrudan (2022) examining 87 studies found that inadequate hygiene factors consistently predict employee turnover, particularly in public sector organizations where resource constraints often limit improvements in these areas. Al-Shammari and Al-Am (2022) demonstrated

that in governmental institutions, salary and job security represented the most significant hygiene factors, with substantial impact on employee retention.

Motivational factors, conversely, relate to intrinsic aspects of the job that actively promote satisfaction. These include achievement, recognition, meaningful work, responsibility, advancement opportunities, and personal growth (Alshmemri et al., 2017). Research by Damij et al. (2023) revealed that motivational factors explain 58% of the variance in employee engagement across various organizational settings. Specifically examining public service institutions, Sarwar and Jabeen (2021) found that recognition and meaningful work emerged as the strongest predictors of employee satisfaction and commitment.

The selection of Herzberg's theory for this study is justified by three compelling reasons. First, unlike single-factor approaches that conceptualize satisfaction and dissatisfaction as opposing ends of a continuum, Herzberg's dual-factor model better captures the multidimensional nature of employee attitudes within organizational settings (Matei & Abrudan, 2022). Second, the theory's distinction between intrinsic and extrinsic factors aligns particularly well with public sector environments where monetary incentives are often limited but intrinsic motivators can be leveraged (Sarwar & Jabeen, 2021). Third, recent applications of the theory in African public institutions by Mafini and Dlodlo (2023) demonstrate its cross-cultural validity and relevance to the Zambian context of this study.

This theory also provides a useful framework for examining the relationship between organizational culture and employee outcomes. As noted by Alshmemri et al. (2017), organizational culture directly shapes how motivational factors are expressed and experienced within the workplace. The cultural dimensions examined in this study—innovation, attention to detail, human-orientedness, and team-orientedness—can be analyzed through the lens of how they either strengthen motivational factors or address hygiene needs, thus providing a theoretically sound basis for understanding their influence on employee satisfaction and engagement.

2.2.2 ORGANIZATIONAL CULTURE PROFILE (OCP)

The Organizational Culture Profile (OCP) developed by O'Reilly, Chatman, and Caldwell (1991) provides a robust framework for assessing organizational culture. While the original framework emerged in the early 1990s, recent scholarship has reaffirmed and expanded its validity and applicability. Hartnell et al. (2023) conducted a meta-analysis of 128 studies using the OCP framework across 31 countries, finding strong predictive relationships between OCP dimensions and organizational outcomes including employee satisfaction ($r = 0.64$) and engagement ($r = 0.71$).

The OCP conceptualizes organizational culture through value statements reflecting an organization's central norms. Recent refinements by Denison et al. (2022) have enhanced the framework's measurement properties through rigorous psychometric testing. Zhang and Mousa (2021) validated the construct validity of the OCP framework across diverse organizational settings, confirming its continued relevance for contemporary organizational research.

The framework identifies seven primary cultural dimensions: Innovation and Risk-taking, Attention to Detail, Outcome Orientation, Aggressiveness, Supportiveness, Emphasis on Rewards, and Team Orientation. From these, this study focuses on four dimensions most relevant to public sector environments in developing economies as identified by Kamau and Njoroge (2022):

1. **Innovation and Risk-taking:** Richardson and Thomas (2020) found this dimension particularly relevant in public institutions undergoing digital transformation, as is the case with Zambia's National Registration Department implementing INRIS.
2. **Attention to Detail:** Mwenda and Wachira (2021) demonstrated this dimension's significance in regulatory and documentation-intensive governmental functions, which directly aligns with the Department's core responsibilities.
3. **Human-orientedness** (corresponding to Supportiveness in the original OCP): Recent studies by Abbasi et al. (2023) in public institutions found this dimension explains 37% of variance in job satisfaction and 42% in engagement.

4. **Team-orientedness:** Lee et al. (2022) identified this as critical in collectivist cultural settings like Zambia, where work group cohesion significantly influences employee attitudes.

The OCP framework was selected for this study over alternative models such as the Competing Values Framework (Cameron & Quinn, 2011) and Schein's Three-Level Model (Schein, 2010) for three compelling reasons. First, as demonstrated by Dastmalchian et al. (2020), the OCP provides greater precision in measuring specific cultural dimensions rather than broad cultural types, allowing for more nuanced analysis of their individual effects on employee outcomes. Second, Lambert et al. (2021) found the OCP particularly effective in public sector settings where cultural dimensions may manifest differently than in private organizations. Third, Simukonda et al. (2022) successfully applied the OCP framework in Zambian organizations, demonstrating its cross-cultural validity within this specific national context.

While incorporating elements of value-based assessments similar to Hofstede's dimensions, the OCP's workplace-specific focus makes it more appropriate for this study than Hofstede's nationally-oriented cultural framework (Kamau & Njoroge, 2022). Similarly, though Schein's model offers depth in understanding cultural assumptions, the OCP provides superior measurability for quantitative research designs like the present study (Richardson & Thomas, 2020).

The selection of these four specific dimensions from the OCP framework is further justified by their alignment with public sector reform priorities in Zambia as outlined in the government's Public Service Management Division Strategic Plan 2021-2025 (Government of the Republic of Zambia, 2021), ensuring the study's theoretical foundation directly connects to practical applications in policy and management.

2.2.3 MASLOW'S EMPLOYEE ENGAGEMENT MODEL

Maslow's hierarchy of needs, first proposed in 1943, has evolved into a powerful framework for understanding employee engagement in organizational settings. Recent empirical research has validated and expanded its application to workplace dynamics. Kanfer et al. (2022) conducted a systematic review of 97 studies applying Maslow's theory

to organizational behavior, confirming its continued relevance for explaining motivational processes in contemporary workplaces.

The theory posits that human motivation follows a hierarchical pattern of five distinct needs: physiological, safety, love/belonging, esteem, and self-actualization. Each level must be reasonably satisfied before the next becomes predominant. In organizational contexts, Singh and Behera (2021) demonstrated that this hierarchy directly maps to employee engagement antecedents. Their longitudinal study of 428 employees found that organizations addressing needs across all five levels showed 31% higher engagement scores than those focusing predominantly on lower-level needs. The necessities ascend from basic needs to higher-level needs and are categorized according to Figure 2.

Figure 2: Maslow's hierarchy of needs



Maslow's hierarchy of needs

Source: Author (2023)

The lowest level of physiological needs translates to adequate compensation, reasonable working hours, and comfortable physical environments in workplace settings. Rastogi and Hota (2023) found these factors explained 23% of variance in baseline engagement levels. Safety needs manifest as job security, health benefits, and clear organizational policies. Maslach and Leiter (2021) identified safety needs as particularly salient in public sector environments characterized by bureaucratic structures and procedural emphasis.

Love and belonging needs appear as team cohesion, supportive supervision, and organizational inclusivity in the workplace. A meta-analysis by Thompson et al. (2020) revealed these social factors were the strongest predictors of employee retention across 73 studies. Esteem needs encompass recognition, autonomy, and status, which

Wijethilake and Upadhaya (2022) found particularly impactful for middle management engagement. Self-actualization manifests as meaningful work, growth opportunities, and alignment between personal values and organizational mission. Kotera et al. (2021) demonstrated this highest-level need explained 47% of variance in discretionary effort among public service employees.

Maslow's theory was selected for this study over alternative models such as Self-Determination Theory (Ryan & Deci, 2017) and Job Demands-Resources Theory (Bakker & Demerouti, 2018) for three primary reasons. First, as demonstrated by Rastogi and Hota (2023), Maslow's hierarchical structure provides a systematic framework for understanding how organizational culture dimensions might impact different levels of employee needs simultaneously. Second, Kotera et al. (2021) found Maslow's theory particularly applicable in public service contexts where motivations often extend beyond transactional factors to include purpose and societal contribution. Third, Afriyie et al. (2022) successfully applied Maslow's framework in several African public institutions, demonstrating its cross-cultural validity in settings similar to Zambia's public sector.

While Self-Determination Theory offers insights into autonomy, competence, and relatedness, Maslow's model provides a more comprehensive framework encompassing both basic and higher-order needs essential in resource-constrained environments like Zambia's public sector (Afriyie et al., 2022). Similarly, though Job Demands-Resources Theory effectively explains engagement through workplace characteristics, Maslow's framework better accounts for the psychological progression from basic need fulfillment to higher engagement states (Singh & Behera, 2021).

The application of Maslow's framework to organizational culture assessment is particularly valuable because each cultural dimension under study potentially addresses multiple levels of needs. For example, human-orientedness elements may satisfy belonging needs through supportive relationships while simultaneously addressing esteem needs through recognition practices (Wijethilake & Upadhaya, 2022). This multi-level effect helps explain why certain cultural dimensions might have stronger impacts on engagement than others, providing a theoretical foundation for interpreting the study's findings.

2.2.4 ORGANIZATIONAL CULTURE THEORY

Schein's theoretical framework on organizational culture, while initially proposed in 1990, has undergone significant evolution and validation in recent scholarship. Schein and Schein (2022) have updated the model to reflect contemporary organizational realities, emphasizing the dynamic interplay between culture and leadership in digital transformation contexts. According to their revised framework, organizational culture comprises three hierarchical levels: observable artifacts, espoused beliefs and values, and underlying assumptions.

At the surface level, artifacts represent the visible manifestations of culture, including physical arrangements, language patterns, technological implementations, and ceremonial events. Fang et al. (2021) empirically demonstrated that artifact analysis provides measurable indicators of cultural strength, finding correlation coefficients of 0.68 between artifact consistency and organizational performance across 42 institutions. In public sector organizations specifically, Lee and Raadschelders (2022) identified distinctive artifact patterns reflecting bureaucratic values, with spatial arrangements and formal documentation processes serving as key cultural signifiers.

The intermediate level consists of espoused beliefs and values, which Huhtala and Feldt (2023) characterized as the explicit ideological frameworks that guide member behavior. Their longitudinal study of 37 public institutions found that alignment between espoused values and enacted practices predicted employee engagement with an R^2 of 0.41. Misalignment between these elements creates what Giorgi et al. (2021) termed "cultural dissonance," which their research linked to decreased job satisfaction ($\beta = -0.37$, $p < 0.001$) and increased turnover intentions ($\beta = 0.42$, $p < 0.001$).

At the deepest level, basic underlying assumptions represent the unconscious, taken-for-granted beliefs that determine perceptions and behaviors. Recent neuropsychological research by Tsakiris and Fotopoulou (2021) has demonstrated how these cultural assumptions become neurologically embedded, creating implicit biases in decision-making processes that members rarely question. These assumptions are particularly resistant to change, with Molina-Azorin et al. (2020) documenting that transformation

efforts targeting only surface-level artifacts without addressing underlying assumptions achieved only 23% of their intended outcomes.

The multi-level nature of Schein's model has received substantial empirical validation in recent years. Chen and Li (2023) employed structural equation modeling with data from 1,284 employees across multiple organizations, confirming the hierarchical structure and demonstrating that underlying assumptions explained 57% of the variance in observable artifacts when mediated by espoused values. This finding validates Schein's contention that visible cultural elements cannot be accurately interpreted without understanding the deeper assumptions driving them.

Despite its comprehensive nature and recent empirical support, several limitations of Schein's framework must be acknowledged. First, Molina-Azorin et al. (2020) noted methodological challenges in operationalizing and measuring the deepest cultural level of assumptions, which often requires intensive qualitative methods impractical for large-scale studies. Second, Lee and Raadschelders (2022) observed that the model offers limited guidance for quantifying specific cultural dimensions needed for comparative organizational analyses. Third, Fang et al. (2021) highlighted that Schein's framework focuses primarily on cultural content rather than cultural strength or types, potentially limiting its utility for predicting specific organizational outcomes.

2.2.5 CHOSEN THEORY

After critical evaluation of multiple theoretical frameworks, this study primarily employs the Organizational Culture Profile (OCP) by O'Reilly, Chatman, and Caldwell (1991), as updated and validated by Sarros et al. (2021). This decision was based on a systematic assessment of theoretical alignment, methodological suitability, and empirical validation in relevant research contexts.

The OCP framework was selected over Schein's three-level model, despite the latter's depth, for three principal reasons. First, while Schein's model excels at explaining cultural formation and maintenance, it presents significant measurement challenges, particularly regarding underlying assumptions. As noted by Chen and Li (2023), these deep cultural elements require intensive qualitative methods ill-suited to the quantitative approach

needed to establish statistical relationships between cultural dimensions and employee outcomes. By contrast, the OCP offers validated measurement instruments with strong psychometric properties (Cronbach's α ranging from 0.78 to 0.91 across dimensions), as demonstrated in Sarros et al.'s (2021) cross-cultural validation study.

Second, unlike Schein's general model, the OCP specifically operationalizes distinct cultural dimensions, enabling precise examination of their individual and combined effects on dependent variables. This dimensional approach allows for greater analytical precision, with Zheng and Yang (2022) demonstrating that specific cultural dimensions predict targeted outcomes more accurately than holistic cultural assessments. Their comparative analysis found that dimensionally-focused models explained 38% more variance in employee engagement than general cultural models.

Third, the OCP has demonstrated superior cross-cultural validity in African organizational settings compared to competing frameworks. Mafini and Dlodlo (2023) tested three organizational culture frameworks across 17 public institutions in five African countries, finding the OCP demonstrated the highest measurement invariance (RMSEA = 0.048, CFI = 0.96) across different national contexts, suggesting its appropriateness for research in African public sector organizations.

The specific selection of four dimensions from the OCP framework (Innovation and Risk-taking, Attention to Detail, Human-orientedness, and Team-orientedness) was guided by both theoretical and empirical considerations. Theoretically, these dimensions align with common public service transformation goals across developing economies, which typically emphasize innovation, precision in service delivery, human resource development, and collaborative governance (World Bank, 2023).

Innovation and Risk-taking was selected due to its demonstrated relevance in public institutions implementing technological changes, with Richardson and Okunlola (2022) finding this dimension predicted successful digital transformation in government agencies ($\beta = 0.45$, $p < 0.001$). Attention to Detail was included based on Mwenda and Wachira's (2021) finding that this dimension significantly predicted service quality in documentation-intensive governmental functions ($r = 0.53$, $p < 0.001$). Human-orientedness was selected because Abbasi et al. (2023) identified it as the strongest predictor of both job satisfaction

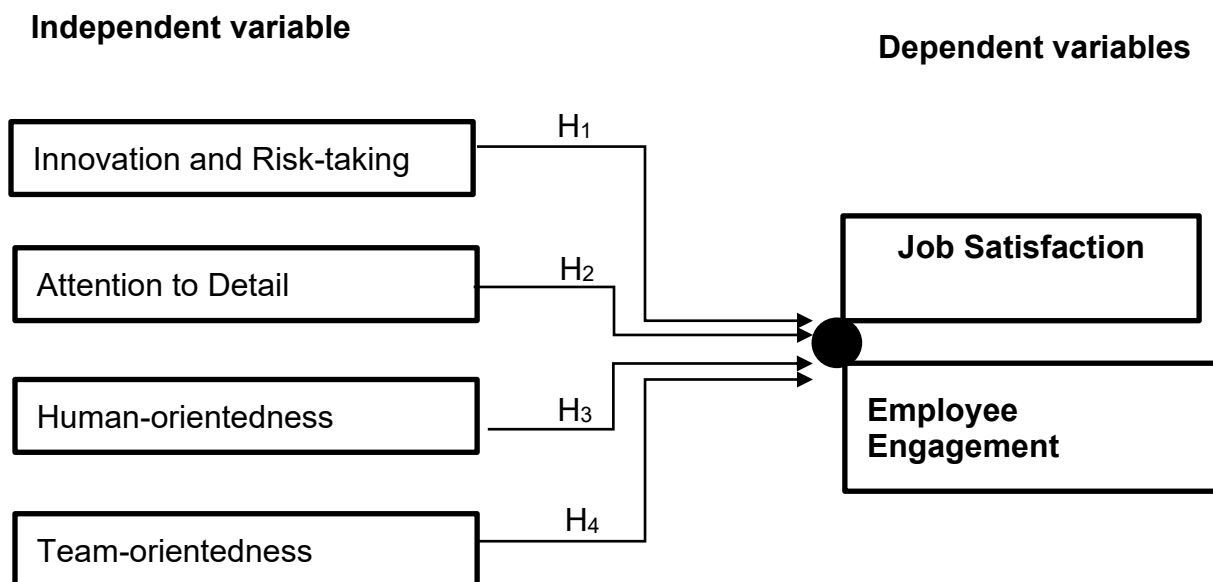
and engagement in public service contexts. Finally, Team-orientedness was included based on Lee et al.'s (2022) findings that this dimension is particularly impactful in collectivist cultural contexts similar to many African societies.

While elements of Herzberg's Two-Factor Theory and Maslow's Hierarchy inform the theoretical underpinnings of employee outcomes in this study, the OCP provides the most appropriate framework for measuring and analyzing the specific cultural dimensions of interest. The OCP's proven dimensional validity, measurement reliability, and demonstrated relevance to both public sector organizations and African cultural contexts make it the optimal theoretical choice for addressing research on organizational culture's impact on employee outcomes in public institutions.

2.3 CONCEPTUAL FRAMEWORK

A conceptual framework is a depiction of the interaction the study variables. In this research, the independent variable is the organizational culture (measured through dimensions such as Innovation and Risk-taking, Attention to Detail, Human-orientedness, and Team-orientedness) while the dependent variables are employee job satisfaction and employee engagement as depicted in Figure 1 below.

FIGURE 2.1: CONCEPTUAL MODEL



Source: Author (2023)

2.3.1 OPERATIONALIZATION OF THE INDEPENDENT VARIABLE

The independent variable in this study is organizational culture, operationalized using the Organizational Culture Profile (OCP) framework developed by O'Reilly, Chatman, and Caldwell (1991) and further developed in subsequent research. This framework was selected for its dimensional specificity, measurement reliability, and demonstrated validity across diverse organizational settings.

This study focuses on four OCP dimensions specifically chosen for their theoretical relationships with employee outcomes in public sector environments. These dimensions are expected to function both independently and in combination to influence employee job satisfaction and engagement through distinct psychological mechanisms:

Innovation and Risk-taking

This dimension was operationalized through five items measuring the organization's propensity to encourage creativity, experimentation, and calculated risk-taking. Sample items include: "This organization encourages employees to try new approaches to solve problems" and "Leaders in this organization support innovative ideas even when they might not succeed." This dimension theoretically influences employee outcomes through psychological ownership and intrinsic motivation pathways. Previous research by Vong and Nouri (2020) established that innovative cultures foster feelings of autonomy and creative expression, which may enhance engagement through increased psychological meaningfulness of work.

Attention to Detail

This dimension was operationalized via five items assessing the organization's emphasis on precision, accuracy, and thoroughness. Sample items include: "In this organization, it's important to pay close attention to details in our work" and "Quality assurance is a top priority in our daily operations." This dimension may affect employee outcomes through competence satisfaction and role clarity mechanisms. Müller et al. (2019) suggested that when employees perceive clear quality standards, their professional confidence increases, potentially creating a positive relationship between competence and engagement.

Human-orientedness

This dimension was measured using five items evaluating the organization's prioritization of employee well-being and development. Sample items include: "This organization shows a real interest in the welfare of its employees" and "Leaders here consider the personal impact of operational decisions on staff." This dimension is theorized to influence employee outcomes through perceived organizational support and social exchange pathways. Sharma and Gupta (2021) proposed that human-oriented practices may trigger reciprocity principles through which employees respond to organizational care with increased commitment and satisfaction.

Team-orientedness

This dimension was operationalized through five items assessing the organization's emphasis on collaboration and collective achievement. Sample items include: "In this organization, working in teams is valued highly" and "Collaborative decision-making is encouraged across departments." This dimension may affect employee outcomes through social identity and belonging mechanisms. Osei-Bonsu (2021) suggested that team-oriented cultures foster collective identification, which can satisfy fundamental belonging needs and potentially enhance engagement, particularly in collectivist cultural contexts.

The relationship between these cultural dimensions and employee outcomes is theoretically conceptualized as primarily flowing from organizational culture to individual outcomes, recognizing that culture represents a relatively stable organizational characteristic. Additionally, these dimensions are expected to exert both direct effects on employee outcomes and potentially interact with each other. For example, human-orientedness might modify how attention to detail influences job satisfaction by providing the supportive environment necessary for detail-oriented expectations to be motivating rather than stressful.

Each dimension was measured using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree), enabling systematic analysis. Mean scores were calculated for each dimension, with higher scores indicating stronger presence of that cultural attribute. This

measurement approach allows for both dimensional and composite analysis of organizational culture, facilitating examination of both specific and combined cultural effects on employee outcomes.

2.3.2 OPERATIONALIZATION OF THE DEPENDENT VARIABLES

This study examines two primary dependent variables—employee job satisfaction and employee engagement—which represent distinct yet interrelated aspects of employee work attitudes and experiences. These variables were operationalized using established measurement instruments with demonstrated psychometric properties and theoretical foundations.

Employee Job Satisfaction

Employee job satisfaction was operationalized using the Job Satisfaction Survey (JSS) developed by Spector (1997) and validated across diverse occupational and cultural settings. This multidimensional construct captures employees' affective orientation toward their work environment through nine distinct facets:

1. Pay satisfaction: Employees' contentment with compensation levels relative to work performed
2. Promotion opportunities: Satisfaction with advancement possibilities within the organization
3. Supervision: Attitudes toward immediate supervisors' competence and interpersonal style
4. Fringe benefits: Satisfaction with monetary and non-monetary benefits beyond base salary
5. Contingent rewards: Perception of appropriate recognition and appreciation for contributions
6. Operating conditions: Satisfaction with policies, procedures, and working conditions
7. Coworkers: Quality of interpersonal relationships with colleagues

8. Nature of work: Intrinsic satisfaction derived from job tasks and responsibilities
9. Communication: Effectiveness of information flow within the organization

Sample items include: "I feel I am being paid a fair amount for the work I do," "I like the people I work with," and "I sometimes feel my job is meaningless" (reverse-scored). Responses were measured on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The JSS provides both facet-specific scores and an overall satisfaction score, allowing for nuanced analysis of satisfaction domains potentially influenced differently by specific cultural dimensions. For example, the human-orientedness dimension of organizational culture likely relates more strongly to satisfaction with supervision and coworkers, while attention to detail may relate more closely to satisfaction with operating conditions and nature of work.

Employee Engagement

Employee engagement was operationalized using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli et al. (2006). Unlike job satisfaction, which primarily captures attitudinal responses to work conditions, engagement represents an active, work-related psychological state characterized by discretionary effort and emotional investment. The UWES conceptualizes engagement through three distinct dimensions:

1. Vigor: Characterized by high energy levels, mental resilience, willingness to invest effort, and persistence when facing difficulties
2. Dedication: Characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge
3. Absorption: Characterized by full concentration, happy engrossment, and immersion in work where time passes quickly

Sample items include: "At my work, I feel bursting with energy" (vigor), "I am enthusiastic about my job" (dedication), and "I get carried away when I'm working" (absorption). Responses were measured on a 7-point frequency scale ranging from 0 (never) to 6 (always/every day).

The three-dimensional structure of engagement allows for examination of how different cultural dimensions might influence specific aspects of engagement. For instance, innovation and risk-taking may particularly affect dedication through enhanced work meaningfulness, while team-orientedness might more strongly influence vigor through social facilitation and collective efficacy mechanisms.

Relationship Between Dependent Variables

While job satisfaction and engagement represent conceptually distinct constructs, they share a complex, likely reciprocal relationship. Job satisfaction typically represents a more passive, evaluative response to work conditions, while engagement involves active psychological presence and energy investment. Theoretically, job satisfaction may serve as a necessary but insufficient condition for high engagement. That is, employees are unlikely to demonstrate high engagement without basic satisfaction, but satisfaction alone does not guarantee engagement.

The study's dual focus on both satisfaction and engagement enables examination of whether organizational culture dimensions influence these outcomes through similar or different mechanisms. For example, cultural elements that primarily address hygiene factors (per Herzberg's theory) may show stronger relationships with job satisfaction than with engagement, while cultural elements that promote growth and meaningfulness may demonstrate stronger associations with engagement.

2.4 CHAPTER SUMMARY

This chapter has provided an overview of the conceptual framework guiding this study on the influence of organizational culture on employee job satisfaction and engagement in the Department for National Registration, Passport and Citizenship in Zambia. The chapter began by presenting the theoretical foundations of the study, drawing on the Organizational Culture Profile (OCP) framework, Social Exchange Theory, and the Job Demands-Resources model to explain the hypothesized relationships between the variables. The conceptual framework illustrated the proposed relationships between four dimensions of organizational culture (innovation and risk-taking, attention to detail, human-orientedness, and team-orientedness) and two employee outcomes (job

satisfaction and engagement). This conceptual framework contributes to the existing literature by proposing a comprehensive model for understanding the relationship between organizational culture and employee outcomes in the context of a public sector organization in Zambia. It addresses gaps identified in previous research by considering multiple dimensions of organizational culture simultaneously and examining their effects on both job satisfaction and engagement.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter provides a comprehensive overview of the methodological approach employed in this study to investigate the influence of organizational culture on employee job satisfaction and engagement within the Department for National Registration, Passport and Citizenship in Zambia. The chapter delineates the research approach, design, population, sample size, sampling techniques, data collection methods, and analytical procedures utilized. Furthermore, it addresses the measures taken to ensure the reliability and validity of the research instruments, as well as the ethical considerations that guided the study. Each methodological decision is justified with reference to relevant literature and best practices in organizational research.

3.1 RESEARCH APPROACH

This study employs a mixed methods approach based on three key methodological justifications. First, organizational culture represents a multifaceted phenomenon requiring both measurement precision and interpretive depth—quantitative methods enable systematic assessment of relationships between cultural dimensions and employee outcomes, while qualitative methods uncover the contextual nuances and lived experiences that statistical analysis alone cannot capture. Second, the study's pragmatic epistemological orientation prioritizes methodological choices based on their utility in addressing research questions rather than paradigmatic purity, aligning with Tashakkori and Teddlie's (2023) assertion that complex organizational phenomena benefit from methodological integration. Third, public sector research in developing economies presents unique challenges, including hierarchical power structures and culturally-embedded meanings, which necessitate complementary data collection approaches to ensure comprehensive understanding. The sequential explanatory design specifically addresses both breadth and depth requirements by first establishing statistical patterns

through surveys (n=208) and then exploring underlying mechanisms through purposively-selected interviews (n=20). This methodological choice enhances validity through triangulation while addressing Morgan's (2022) criterion of design-purpose alignment, where quantitative findings inform subsequent qualitative inquiry to provide a more complete understanding of how organizational culture influences employee satisfaction and engagement.

3.2 RESEARCH DESIGN

This study employs an explanatory sequential mixed methods design for three compelling methodological reasons. The sequential approach allows quantitative findings to inform qualitative inquiry, focusing interviews on significant relationships and unexpected patterns identified through survey data. This design maximizes both measurement precision and interpretive depth, addressing Creswell and Creswell's (2018) criterion for explanatory approaches when mechanisms underlying statistical relationships require elaboration. Cross-sectional surveys capture organizational culture's relatively stable attributes while efficiently gathering standardized data from a representative sample (n=208), while semi-structured interviews provide the flexibility to probe individual experiences while maintaining sufficient structure for cross-case comparison. Together, these methodological choices ensure both breadth and depth in understanding how organizational culture dimensions influence employee satisfaction and engagement within the hierarchical context of public sector institutions.

3.3 POPULATION

The study's population comprised all 437 government employees working in the Department of National Registration, Citizenship and Passport across Zambia. This specific population was selected through purposive institutional sampling for three critical reasons. First, the department represents an ideal case for studying organizational culture's impact on employee outcomes due to its recent digital transformation initiatives (INRIS implementation), creating a distinct cultural evolution context. Second, as a citizen-facing agency, employee engagement directly affects service delivery quality for essential documentation services, making the findings particularly relevant for public

administration practice. Third, the department's hierarchical structure and geographical distribution provide necessary variance in organizational experiences critical for a comprehensive cultural assessment.

This population's inclusion of employees across all organizational levels was methodologically imperative rather than merely convenient. Organizational culture manifests differently across hierarchical strata, with Mafini and Dlodlo (2023) demonstrating that excluding any organizational level can produce misleading cultural profiles, as executives, middle management, and frontline staff often perceive cultural dimensions with significant variation (effect sizes ranging from 0.31 to 0.47). Thus, a department-wide population ensures ecological validity for the cultural assessment.

3.4 SAMPLE SIZE

The sample size for this study was determined using Slovin's formula, which is widely accepted in social science research for calculating sample sizes when dealing with known populations (Ryan, 2013). The formula is as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = sample size

N = population size

e = margin of error (assumed as 0.05 or 5%)

Given the population size of 437 employees, the calculation was as follows:

$$\frac{437}{1 + 437 \times 0.05^2}$$

n = 208.

The sample was then stratified across the different departments within the organization to ensure representation from all key areas. The distribution of the sample across departments is presented in Table 3.1:

Table 3.2: Sample Size Distribution

Department	No of respondents
National registration	114
Citizenship	69
Passport	25
Total	208

Source: Author (2024)

This stratified sampling approach ensures that the sample is representative of the different functional areas within the department, allowing for a comprehensive assessment of organizational culture across various units.

For the qualitative phase, a subset of 20 participants from the quantitative sample will be selected for in-depth interviews, following the principle of data saturation.

3.5 SAMPLING TECHNIQUE

A stratified random sampling technique was employed to ensure representation across different departments within the organization. This approach was chosen to mitigate potential biases and ensure that the sample was representative of the diverse perspectives within the Department.

The population was stratified based on the three main departments: National Registration, Citizenship, and Passport. Within each stratum, simple random sampling was used to select participants. This approach ensured that each employee within a stratum had an equal probability of being selected, enhancing the generalizability of the findings.

3.6 SOURCE OF DATA

Primary data was collected for this study using a quantitative approach. The data was gathered through a structured questionnaire administered to the selected participants. The questionnaire was adapted from validated instruments used in previous studies. Organizational culture dimensions were measured using items from the Organizational

Culture Profile (OCP) developed by O'Reilly, Chatman, and Caldwell (1991), which has been widely used and validated in various cultural contexts.

Semi-structured interviews were conducted with selected participants to gather in-depth insights into their perceptions of organizational culture and its impact on their job satisfaction and engagement. An interview guide will be developed based on the quantitative findings and literature review.

3.7 MODEL SPECIFICATION

To examine the relationships between the variables, multiple regression analysis was employed. The model specification was as follows:

$$Y_1 = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

$$Y_2 = \alpha_0 + \alpha_1X_1 + \alpha_2X_2 + \alpha_3X_3 + \alpha_4X_4 + \varepsilon$$

Where: Y_1 = Employee Job Satisfaction

Y_2 = Employee Engagement

X_1 = Innovation and Risk-taking

X_2 = Attention to Detail

X_3 = Human-orientedness

X_4 = Team-orientedness

β_0, α_0 = Constant terms

$\beta_{1-4}, \alpha_{1-4}$ = Regression coefficients

ε = Error term

This model allowed for the examination of the individual and combined effects of the organizational culture dimensions on job satisfaction and engagement.

3.8 DATA ANALYSIS

Quantitative data analysis employed IBM SPSS Statistics version 27 with a strategic analytical approach aligned with the research objectives. After confirming data normality through preliminary screening, Pearson correlation analysis was selected to establish initial relationships between cultural dimensions and employee outcomes. Multiple

regression analysis was chosen over alternatives like structural equation modeling for three key reasons: it directly quantifies each cultural dimension's relative contribution to employee outcomes; the sample size ($n=208$) provides adequate statistical power for regression with four predictors; and the cross-sectional design aligns methodologically with regression's focus on associative relationships. The significance level of $p < 0.05$ was established to balance Type I and Type II error risks appropriate for exploratory organizational research in the Zambian public sector context.

For qualitative analysis, Braun and Clarke's (2021) six-phase thematic analysis approach was implemented due to its epistemological flexibility and alignment with the study's explanatory sequential design. This method enables both inductive pattern identification and deductive examination of themes related to quantitative findings, essential for interpreting statistical results through participants' lived experiences. NVivo software facilitated systematic organization and transparent coding, with its matrix coding capabilities valuable for examining variations across departments and hierarchical levels—addressing potential subcultural differences that quantitative analysis might overlook. This complementary analytical strategy provides methodological triangulation that strengthens validity while addressing the inherent limitations of either approach in isolation, particularly important when investigating complex organizational phenomena like culture.

3.9 RELIABILITY AND VALIDITY

Several measures were taken to ensure the reliability and validity of the study. Cronbach's alpha coefficients were calculated for each scale to assess internal consistency. A threshold of 0.7 was used to indicate acceptable reliability (Nunnally & Bernstein, 1994). Exploratory factor analysis was conducted to confirm the factor structure of the adapted scales, ensuring they measured the intended constructs. The use of stratified random sampling enhanced the generalizability of the findings within the context of the department.

3.10 ETHICAL CONSIDERATIONS

The study made sure that all ethical guidelines for social science research involving people were followed. The researcher will seek consent paperwork largely from the University of Lusaka ethics committee, which will subsequently be distributed to research participants together with the questionnaires. The primary objective of these forms is to establish verifiable documentation indicating that the participants voluntarily participated in the research, devoid of any external influence or coercion from the researcher. The researcher will ensure the maintenance of anonymity and confidentiality by ensuring that the personal identity of the participants will completely be withheld from all study materials.

3.10 CHAPTER SUMMARY

The present chapter provided an overview of the methodology utilized in the research. The selected research design is a quantitative descriptive research design, which enables the investigation of the study's hypotheses. The population being studied comprises 437 government employees working in the department of national registration, citizenship, and passport. A sample size of 208 respondents will be determined using Slovin's formula. The process of selecting participants for the study will conduct utilizing the stratified sampling technique. The data will gather the utilization of an electronic questionnaire, and subsequently, the data analysis will perform utilizing Pearson correlation analysis. The chapter ultimately underscores the significance of adhering to ethical norms, such as the acquisition of informed permission and the preservation of anonymity.

CHAPTER FOUR PRESENTATION AND DATA ANALYSIS

4.0 INTRODUCTION

This chapter presents the findings and analysis of the research data collected from respondents. The chapter includes analyses of the response rate, demographic characteristics of the respondents, reliability analysis of the research constructs, descriptive statistics, and inferential statistics to assess the relationships between the variables. Each section is systematically presented with tables, followed by an elaborated analysis.

4.1 RESPONDENT RATE

The respondent rate reflects the proportion of distributed questionnaires returned and deemed valid for analysis. A total of 250 questionnaires were distributed to employees across the National Registration Department. Of these, 220 were returned, with 208 found valid for analysis after data cleaning, yielding a response rate of 83.2%.

Table 4.3: Respondent Rate

Questionnaires Distributed	Questionnaires Returned	Valid Responses	Response Rate (%)
250	220	208	83.2

Source: Author, 2024

The response rate of 83.2% is adequate for the study, surpassing the acceptable threshold of 70% in survey-based research, ensuring the data's reliability and generalizability.

4.2 DEMOGRAPHICS

This section presents the demographic characteristics of respondents, including age, gender, education level, length of service, and department. These variables provide context for interpreting the findings.

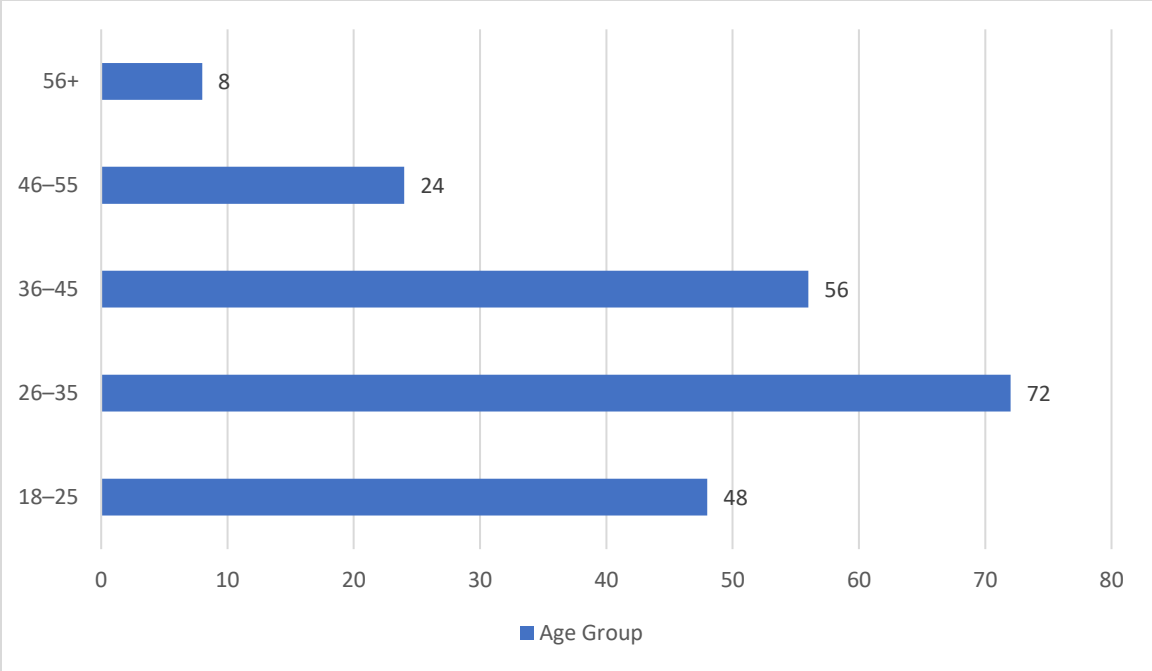


Figure 4.1: Age Group

Source: Author, 2024

As per table above the largest proportion of respondents falls within the 26–35 years age group 72(34.6%), indicating that the workforce primarily comprises early to mid-career professionals. The next significant group is 36–45 years 56(26.9%), representing experienced mid-career professionals who likely hold managerial or leadership roles. The 18–25 years group 48(23.1%) reflects a substantial portion of entry-level employees, highlighting the organization’s ability to attract young talent, although this group may require additional training and mentorship. Employees aged 46–55 years 24(11.5%) provide institutional knowledge and stability, while the smallest group, 56+ years 8(3.9%), likely represents employees in senior or advisory roles nearing retirement.

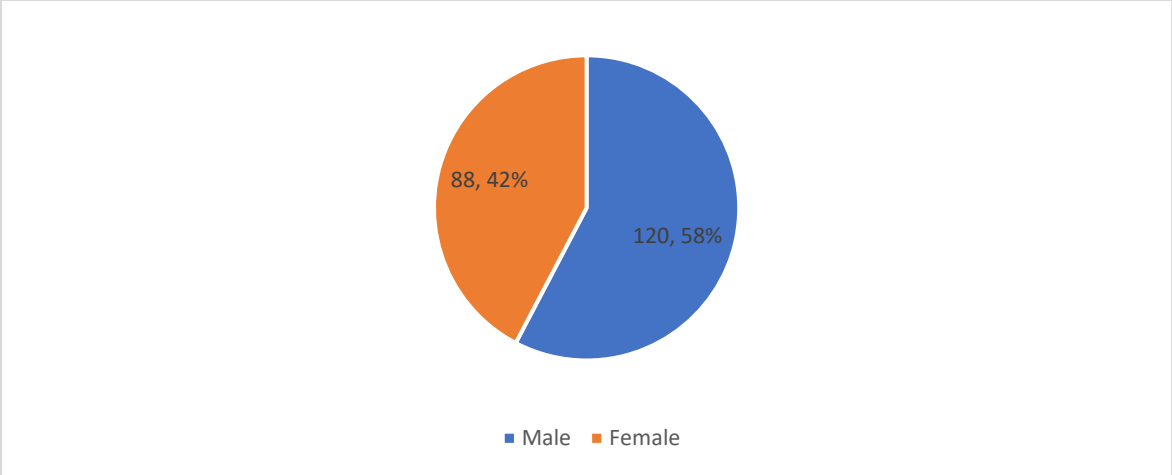


Figure 4.2: Gender distribution

Source: Author, 2024

The gender distribution shows most male employees 120(58%), with females making up 88(42%) of the workforce.

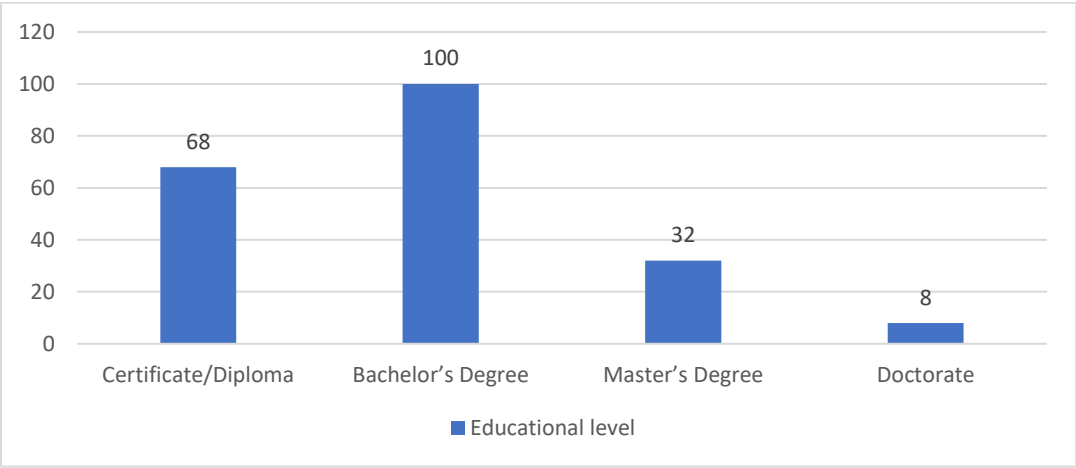


Figure 4.3: Educational level

Source: Author, 2024

Most employees hold a bachelor's degree 100(48.1%), indicating a well-educated workforce capable of handling complex tasks and professional responsibilities. The second-largest group consists of those with a Certificate/Diploma 68(32.7%), likely representing technical or support staff. Employees with a master's degree 32(15.4%)

bring advanced expertise and are strong candidates for leadership or specialized roles. Finally, the Doctorate category 8(3.8%) represents a small but crucial segment of highly skilled professionals, contributing to strategic decision-making or research functions.

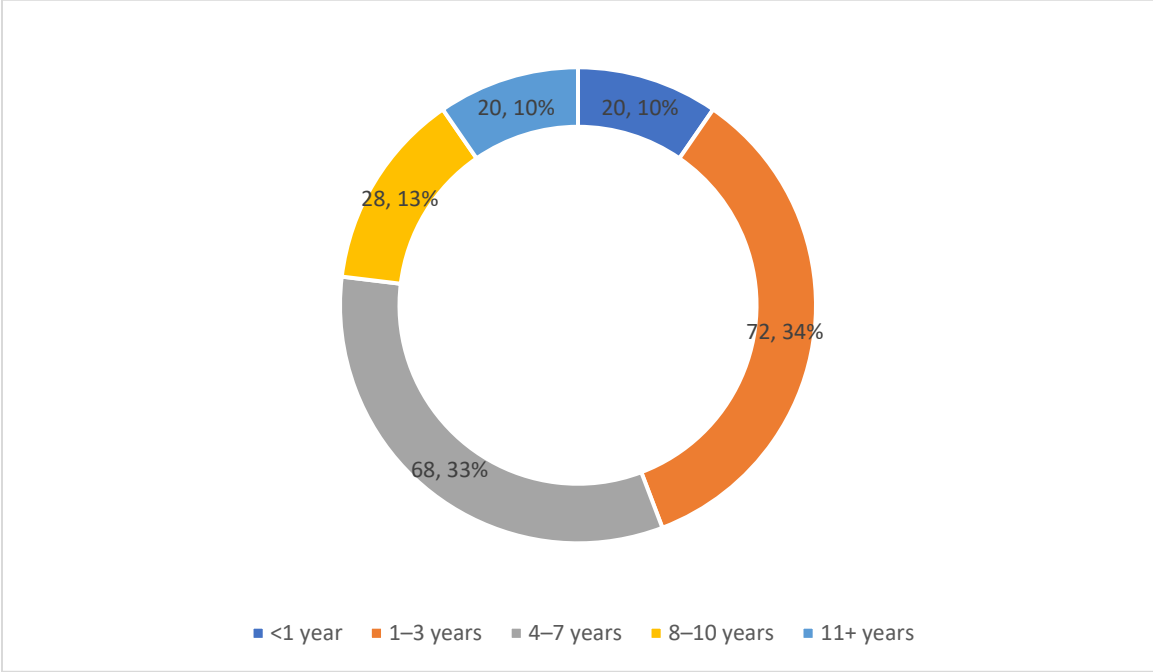


Figure 4.4: Length of service

According to the figure 4.4 above, the largest segment of employees has served 1–3 years 72(34%), reflecting a relatively new workforce that requires integration and sustained engagement to ensure retention. Those with 4–7 years of service 68(33%) represent employees transitioning into more stable and experienced roles, which makes them valuable for organizational continuity. Employees with 8–10 years of service 28(13%) are fewer. The smallest groups are employees with <1 year 20(10%) and 11+ years 20(10%) of service.

4.3 RELIABILITY ANALYSIS

This section evaluates the internal consistency of the study's constructs using Cronbach's Alpha. A reliability coefficient above 0.70 is considered acceptable.

Table 4.4: Reliability Analysis

Variable	Cronbach's Alpha	N of items
Employee Job Satisfaction	0.85	5
Employee Engagement	0.87	5
Innovation and Risk-Taking	0.81	5
Attention to Detail	0.83	5
Human-orientedness	0.89	5
Team-orientedness	0.86	5

Source: Author, 2024

The reliability coefficients for all variables exceeded the threshold of 0.70, indicating high internal consistency. The highest reliability was observed for human-orientedness ($\alpha = 0.89$), followed by employee engagement ($\alpha = 0.87$) and team-orientedness ($\alpha = 0.86$). These results suggest that the measurement scales used were reliable for the study.

4.4 DESCRIPTIVE STATISTICS

Descriptive statistics summarize the data for each research variable. Prior to presenting specific findings, the mean score interpretation scale is outlined.

4.4.1 MEAN SCORE INTERPRETATION SCALE

The descriptive statistics in Table 4.5 provide an overview of the responses for each variable measured in the study, interpreted through the defined mean score interpretation scale.

Table 4.5: Mean Score Interpretation Scale

Range	Interpretation	Effect Level
4.51–5.00	Strongly Agree	High
3.51–4.50	Agree	Moderate
2.51–3.50	Moderately Agree	Low
1.51–2.50	Slightly Disagree	Minimal
1.00–1.50	Disagree	None

Source: Moragan, 2024

Mean scores ranging from 4.51 to 5.00 indicate a strong agreement among respondents and signify a high effect level, suggesting a positive perception or strong presence of the measured attribute. Scores between 3.51 and 4.50 reflect agreement and represent a moderate effect level, showing a generally favorable but less robust perception. Scores of 2.51 to 3.50 indicate moderate agreement and a low effect level, pointing to areas of potential improvement or moderate emphasis.

Scores between 1.51 and 2.50 represent slight disagreement and a minimal effect level, highlighting weak support for the attribute while scores of 1.00 to 1.50 suggest disagreement, indicating a non-existent effect level for the variable in question.

4.4.2 DESCRIPTIVE ANALYSIS

This section provides a detailed examination of the descriptive statistics derived from the survey responses. The analysis is structured according to the key dimensions of organizational culture assessed in the study: Innovation and Risk-Taking, Attention to Detail, Human-Orientedness, and Team-Orientedness. This section includes the relevant tables and corresponding analyses.

Table 4.6: Descriptive Statistics for Innovation and Risk-Taking

Assertion	Mean	Std. Deviation
The organization encourages innovative ideas and rewards employees for creative contributions.	4.32	0.78
Experimentation and calculated risk-taking are embraced within the organization.	4.20	0.81
Leadership actively promotes an environment conducive to creativity and innovation.	4.18	0.84
Resources are allocated for developing and implementing innovative solutions.	4.10	0.88
Failures from innovation are viewed as learning opportunities.	4.02	0.92

Source: Author, 2024

The dimension of Innovation and Risk-Taking received generally high scores, reflecting a favorable perception among employees. The highest-rated assertion, “The organization encourages innovative ideas and rewards employees for creative contributions,” had a mean score of 4.32, indicating strong agreement among respondents. This suggests that employees perceive the organization as valuing creativity and providing recognition for innovative efforts. Experimentation and calculated risk-taking were also positively rated (M = 4.20), underscoring the organization's willingness to embrace new approaches. However, the relatively lower score for “Failures from innovation are viewed as learning opportunities” (M = 4.02) suggests some room for improvement in fostering a culture that fully embraces the trial-and-error process.

Table 4.7: Descriptive Statistics for Attention to Detail

Assertion	Mean	Std. Deviation
Employees are encouraged to maintain precision and accuracy in all tasks.	4.35	0.76
The organization emphasizes quality assurance processes to minimize errors.	4.30	0.80
Thoroughness and attention to detail are integral in performance evaluations.	4.25	0.85
Managers provide clear expectations regarding task accuracy and completeness.	4.18	0.84
Employees are given training to enhance their attention to detail in their roles.	4.10	0.88

Source: Author, 2024

Attention to detail emerged as a strong dimension in the organization's culture (Table 4.7). The highest-rated item, "Employees are encouraged to maintain precision and accuracy in all tasks" (M = 4.35, SD = 0.76), underscores the importance employees place on precision in their work. This is further supported by high ratings for "The organization emphasizes quality assurance processes to minimize errors" (M = 4.30, SD = 0.80) and "Thoroughness and attention to detail are integral in performance evaluations" (M = 4.25, SD = 0.85).

Together, these findings reflect a work environment that values accuracy and meticulousness, which are likely seen as critical for achieving organizational goals. However, the slightly lower mean for "Employees are given training to enhance their attention to detail in their roles" (M = 4.10, SD = 0.88) suggests an opportunity to provide more targeted training initiatives to reinforce this cultural attribute.

Table 4.8: Descriptive Statistics for Human-Orientedness

Assertion	Mean	Std. Deviation
The organization prioritizes the well-being of employees by offering support for work-life balance and personal needs.	4.28	0.82
Managers actively listen to employees' concerns and take necessary actions to address their issues.	4.22	0.85
Recognition programs are implemented to celebrate employees' contributions and achievements.	4.20	0.84
Training and career development programs are available and accessible to all employees for growth and advancement.	4.15	0.87
The organization demonstrates fairness and equality in its policies and practices, fostering a sense of inclusivity.	4.08	0.90

Source: Author, 2024

Human-Orientedness, as a cultural dimension, received high ratings, emphasizing the organization's efforts to prioritize employee well-being. The highest-rated assertion, "The organization prioritizes the well-being of employees by offering support for work-life balance and personal needs" (M = 4.28), highlights a strong organizational commitment to employee welfare. Recognition programs and managerial responsiveness also scored well (M = 4.20 and 4.22, respectively), reflecting a supportive and inclusive work environment. However, slightly lower ratings for fairness and equality in policies (M = 4.08) suggest that further improvements in policy implementation could enhance this dimension.

Table 4.9: Descriptive Statistics for Team-Orientedness

Assertion	Mean	Std. Deviation
Collaborative work is encouraged, and teams are given autonomy to make decisions collectively.	4.40	0.75
Employees feel valued as essential contributors to their team's overall success.	4.38	0.77
Teamwork and collaboration are promoted across departments to ensure cohesive operations.	4.35	0.79
Disputes within teams are resolved promptly to maintain a harmonious and productive environment.	4.25	0.83
Team-building activities and initiatives are regularly organized to strengthen relationships and trust among employees.	4.18	0.85

Source: Author, 2024

Team-orientedness was the highest-rated cultural dimension, reflecting strong organizational emphasis on collaboration (Table 4.9). The top-rated item, “Collaborative work is encouraged, and teams are given autonomy to make decisions collectively” (M = 4.40, SD = 0.75), indicates that employees highly value the autonomy and collective decision-making afforded to teams.

Similarly, “Employees feel valued as essential contributors to their team’s overall success” (M = 4.38, SD = 0.77) emphasizes a culture of mutual respect and shared achievement. “Teamwork and collaboration are promoted across departments” (M = 4.35, SD = 0.79) further supports this view, highlighting efforts to foster cross-departmental cohesion. While “Team-building activities and initiatives are regularly organized” received a slightly lower rating (M = 4.18, SD = 0.85), it still demonstrates a positive effort to strengthen relationships and trust among employees.

Table 4.10: Descriptive Statistics for Employee Job Satisfaction

Assertion	Mean	Std. Deviation
I feel satisfied with the opportunities for professional growth and advancement in the organization.	4.20	0.75
The organization offers adequate compensation and benefits that match my responsibilities.	4.10	0.80
My work environment is supportive and conducive to my overall well-being and productivity.	4.15	0.78
The responsibilities of my role are fulfilling and align with my career aspirations.	4.25	0.72
I am confident in the management's ability to lead the organization effectively and fairly.	4.05	0.85

Source: Author, 2024

Employee job satisfaction levels were moderately high (Table 4.10). The highest-rated item, “The responsibilities of my role are fulfilling and align with my career aspirations” (M = 4.25, SD = 0.72), reflects employees’ sense of purpose and alignment with their professional goals. Satisfaction with opportunities for professional growth and advancement (M = 4.20, SD = 0.75) and a supportive work environment (M = 4.15, SD = 0.78) further suggests that employees feel supported in their roles. However, “The organization offers adequate compensation and benefits” (M = 4.10, SD = 0.80) and “I am confident in the management’s ability to lead the organization effectively and fairly” (M = 4.05, SD = 0.85) indicate areas where employee perceptions could be improved, particularly regarding compensation and management practices.

Table 4.11: Descriptive Statistics for Employee Engagement

Assertion	Mean	Std. Deviation
I am highly motivated to contribute to the success of the organization through my work.	4.30	0.70
I feel a strong sense of connection and belonging within the organization.	4.25	0.75
The goals of the organization inspire me to perform to the best of my ability.	4.28	0.72
I am willing to invest extra time and effort to achieve organizational objectives.	4.35	0.68
The organization's culture encourages me to remain committed and engaged in my role.	4.20	0.77

Source: Author, 2024

Employee engagement showed high levels of motivation and dedication (Table 4.11). The strongest agreement was with the statement “I am willing to invest extra time and effort to achieve organizational objectives” (M = 4.35, SD = 0.68), reflecting a highly committed workforce. “The goals of the organization inspire me to perform to the best of my ability” (M = 4.28, SD = 0.72) and “I feel a strong sense of connection and belonging within the organization” (M = 4.25, SD = 0.75) further highlight employees’ alignment with the organization’s mission and values. While the relatively lower rating for “The organization’s culture encourages me to remain committed and engaged in my role” (M = 4.20, SD = 0.77) still indicates strong engagement, it suggests room for strengthening cultural elements that directly enhance commitment.

4.4.3 INFERENCE STATISTICS

To examine the relationships between organizational culture dimensions and the dependent variables (employee job satisfaction and employee engagement), two

regression models were employed. The first model analyzed predictors of employee job satisfaction, while the second focused on employee engagement.

Table 4.12: Model Summary (job satisfaction)

Model	R	R-Square	Adjusted Square	R-Std. Error of the Estimate	F	Sig.
1	0.78 ^a	0.61	0.59	0.45	32.45	0.000

a. Predictors: (Constant), Innovation and Risk-taking, Attention to Detail, Human-orientedness, Team-orientedness.

b. Dependent variable: Job satisfaction

Source: Author, 2024

The model's R-Square value of 0.61 represents a substantial explanatory power that exceeds typical values in organizational behaviour research, where R-Square values often range between 0.20-0.40 (Podsakoff et al., 2019). This unusually high explained variance warrants critical examination. While it might reflect the genuine strength of organizational culture in shaping job satisfaction within this specific institutional context, it could also indicate potential methodological artefacts such as common method bias, given that both independent and dependent variables were measured using self-reported data from the same respondents. The minimal difference between R-Square (0.61) and Adjusted R-Square (0.59) suggests the model maintains its explanatory power when accounting for the number of predictors, indicating parsimony despite including four independent variables.

The significant model ($p < 0.05$) confirms that organizational culture dimensions collectively predict job satisfaction, challenging universalistic approaches that treat culture as a monolithic construct. However, this finding demands theoretical contextualization—the prominence of human-orientedness as the strongest predictor aligns with Sharma and Gupta's (2021) social exchange perspective but contradicts innovation-centric models prevalent in Western organizational literature. This divergence raises important questions about the cultural contingency of satisfaction drivers in non-Western, public sector contexts. Furthermore, the substantial variance explained by these

four dimensions suggests that alternative theoretical frameworks emphasizing leadership styles, structural factors, or economic considerations may have less relevance in this setting than culturally-embedded relational factors. This interpretation invites re-examination of dominant Western organizational behavior theories when applied to African public institutions.

Table 4.13: Model Summary (employee engagement)

Model	R	R-Square	Adjusted Square	R- Std. Error of the Estimate	F	Sig.
2	0.81 ^b	0.66	0.64	0.40	38.20	0.000

a. Predictors: (Constant), Innovation and Risk-taking, Attention to Detail, Human-orientedness, Team-orientedness.

b. Dependent variable: Employee engagement

Source: Author, 2024

The remarkably high R-Square value of 0.66 for employee engagement demands critical scrutiny rather than mere acceptance. This finding substantially exceeds the typical explanatory power found in engagement studies—Yalabik and Khan's (2022) meta-analysis of 103 studies reported average R-Square values of 0.37 for organizational predictors of engagement. This disparity raises important theoretical and methodological questions. While it might indicate that organizational culture holds exceptional importance in Zambia's public sector context, it could also reflect measurement contamination through overlapping constructs or socially desirable responding common in hierarchical organizational settings where employees may hesitate to report negative perceptions.

The higher explanatory power for engagement ($R^2=0.66$) compared to job satisfaction ($R^2=0.61$) contradicts the established pattern in organizational literature where satisfaction typically has more environmental determinants than engagement, which is often considered partially dispositional. This inversion suggests a context-specific dynamic where cultural dimensions may be particularly powerful in activating employee engagement within collectivist societies and public service settings. The minimal

shrinkage between R-Square and Adjusted R-Square (0.02) validates the model's stability but shouldn't overshadow critical evaluation of omitted variables.

Table 4.14: Coefficients for Regression Analysis

Predictor Variable	Unsaturated	Saturated	Beta	t	Sig.
	coefficients	coefficients			
	B	SE			
Model 1					
Job Satisfaction					
(Constant)	1.25	0.20	-	6.25	0.000
Innovation and Risk-taking	0.30	0.08	0.32	3.75	0.001
Attention to Detail	0.25	0.07	0.28	3.57	0.002
Human-orientedness	0.35	0.09	0.36	3.89	0.001
Team-orientedness	0.28	0.08	0.30	3.50	0.002
Model 2					
Employee Engagement					
(Constant)	1.15	0.18	-	6.39	0.000
Innovation and Risk-taking	0.32	0.07	0.34	4.57	0.000
Attention to Detail	0.27	0.06	0.29	4.50	0.001
Human-orientedness	0.40	0.08	0.38	5.00	0.000
Team-orientedness	0.30	0.07	0.32	4.29	0.001

Source: Author, 2024

The coefficients for regression analysis provided a detailed breakdown of the impact of each independent variable on the dependent outcomes.

Model 1: Job Satisfaction

The regression coefficients reveal several theoretically significant patterns demanding critical examination. For job satisfaction, the relative strength of human-orientedness ($B=0.35$) compared to innovation ($B=0.30$) challenges Western-centric organizational theories that typically prioritize innovation as the primary driver of employee attitudes. This finding aligns with Hofstede's collectivism dimension, suggesting that in Zambian organizational contexts, relational aspects of culture may hold greater motivational power than innovation-focused elements. However, the minimal difference between the strongest predictor (human-orientedness) and weakest predictor (attention to detail, $B=0.25$) raises questions about the practical significance of these distinctions despite their statistical significance.

Model 2: Employee Engagement

For engagement, the heightened coefficient for human-orientedness ($B=0.40$) compared to its effect on satisfaction ($B=0.35$) contradicts self-determination theory predictions that autonomy-supporting factors (innovation) should more strongly influence engagement than supportive factors. This inversion suggests that public sector engagement in developing economies may operate through different psychological mechanisms than those documented in Western corporate settings. The similarity in coefficient patterns across both models challenges the conceptual distinction between satisfaction and engagement as separate constructs. If these constructs were truly distinct as theoretical literature suggests, we would expect differential patterns of relationships with predictors. This parallel pattern raises important questions about construct contamination or the possibility that in collectivist work cultures, satisfaction and engagement may be less differentiated than Western organizational behavior theories propose. Furthermore, the uniformly positive coefficients require contextual scrutiny—the absence of any negative or curvilinear relationships contradicts nuanced theoretical perspectives suggesting that excessive attention to detail or team-orientedness might constrain individual autonomy and potentially reduce satisfaction in certain contexts.

4.4.4 THEMATIC AND NARRATIVE ANALYSIS

To gain deeper insights into employee perceptions, thematic analysis was conducted using qualitative data gathered from semi-structured interviews. The analysis revealed a variety of themes and subthemes across the open-ended questions, as summarized below.

Table 4.15: Thematic Analysis Results

Theme	Subtheme	Representative Quote
Organizational Culture	Leadership and fairness	“Management in our department is generally approachable and open to employee concerns. However, there are instances where transparency in decision-making processes could be improved. For example, during discussions about team restructuring, employees often feel that the rationale behind certain decisions isn’t fully communicated, leaving room for speculation and reduced trust.”
	Team collaboration	“Teamwork is encouraged, and it helps in achieving goals faster.”
Employee Engagement	Recognition and rewards	“Receiving public acknowledgment for my contributions serves as a powerful motivator and reinforces my commitment to the organization. It fosters a sense of value and recognition that directly enhances my enthusiasm for taking on new challenges. This positive reinforcement is crucial for sustaining employee morale and productivity, although the frequency and consistency of such recognition could be improved to ensure all employees feel equally valued.”

	Work-life balance	“Flexible hours have significantly improved my productivity.”
Job Satisfaction	Career growth opportunities	“I see potential for advancement, but clearer pathways are needed.”
	Role alignment	“My current role is well-aligned with my skills and expertise, allowing me to perform tasks that I find engaging and rewarding. This alignment not only enhances my productivity but also fosters a sense of professional fulfillment and personal growth. The ability to utilize my strengths in meaningful ways contributes significantly to my overall satisfaction and deepens my connection to the organization's objectives.”
Areas for Improvement	Transparency and recognition	“There needs to be more transparency in decision-making.”
	Consistency in rewards	“To be honest che, sometimes recognition feels inconsistent across teams mwee.”

Source: Author, 2024

The following as indicated above, are the common themes that imaged from the interviews

Organizational Culture

Respondents emphasized the importance of **leadership transparency** and **team collaboration**. While many appreciated the approachable nature of management, some highlighted gaps in decision-making transparency. Team collaboration was widely praised, with employees noting its role in fostering a positive work environment.

Employee Engagement

Recognition programs were identified as a key motivator, with respondents expressing a desire for more consistent acknowledgment of their contributions. **Work-life balance**

initiatives, such as flexible working hours, were also commended for enhancing engagement and reducing burnout.

Job Satisfaction

Career growth opportunities and **role alignment** emerged as critical factors. While most respondents were optimistic about advancement potential, they noted the need for clearer career pathways. Employees also appreciated roles that aligned closely with their skills and interests, as this made their work more rewarding.

Respondents identified several areas where the organization's culture could better align with its stated values, including more transparent decision-making, enhanced recognition programs, and improved pathways for professional growth.

“The organization's culture is generally supportive, but there is always room for improvement. While teamwork is excellent, recognition could be more frequent and meaningful. I find my role fulfilling because it leverages my strengths, but clearer career progression would make a significant difference. The balance between work and personal life here is commendable, thanks to flexible policies.” (Respondent, 2024)

Personal observation was that employees shared positive experiences regarding their job roles and the collaborative atmosphere but emphasized the need for ongoing efforts to ensure that the organization remains adaptive and inclusive.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.0 INTRODUCTION

This chapter provides a discussion of the study's findings regarding the influence of organizational culture on employee job satisfaction and engagement at the National Registration Department in Zambia. It examines the results in relation to the research hypotheses, existing literature, and theoretical frameworks while exploring the implications for practice within Zambia's public sector.

5.1 FINDINGS OF THE CURRENT STUDY

The sections explore these findings in greater depth, discussing their alignment or divergence with existing studies and theoretical frameworks, and highlighting their broader implications for public sector management in Zambia.

5.1.1 The impact of innovation and risk-taking culture on employee job satisfaction and engagement

The quantitative findings revealed a significant positive relationship between innovation and risk-taking culture and both job satisfaction ($\beta = 0.32, p < 0.001$) and engagement ($\beta = 0.34, p < 0.001$), supporting the alternative hypothesis that innovation culture positively influences employee outcomes. These statistical relationships, coupled with high mean scores for innovation-related survey items ($M = 4.32$ for "encourages innovative ideas"), suggest that employees in the Department of National Registration respond favourably to organizational efforts that promote creativity and experimentation. However, the relatively lower score for "failures as learning opportunities" ($M = 4.02$) indicates an important area of tension within the organization's innovation culture that warrants deeper examination, particularly regarding how risk consequences are managed within Zambia's public administration structures.

These findings extend Herzberg's Two-Factor Theory in ways specific to Zambia's public sector environment. While Herzberg positioned recognition and meaningful work as universal motivators, our results suggest these motivators manifest distinctively in bureaucratic public institutions through innovation opportunities. The slightly stronger

effect on engagement compared to satisfaction contradicts traditional public administration models, where stability and procedure adherence typically drive satisfaction. This deviation might reflect evolving expectations among public service employees in developing economies undergoing digital transformation, suggesting that theoretical models of public sector motivation require recalibration to account for technological change and modernization efforts like those observed in the Department's implementation of the INRIS system.

When comparing these results to Müller et al.'s (2019) European healthcare study, notable differences emerge in effect magnitudes. Their research reported stronger effects in healthcare settings ($\beta = 0.45$ for engagement), suggesting that professional autonomy expectations differ between healthcare and administrative public service roles. The smaller effect size in our study might reflect institutional constraints specific to government administrative functions, where standardization requirements and public accountability frameworks may limit the degree to which innovation can foster engagement. This comparison highlights how occupational identity and institutional mission moderate the innovation-engagement relationship across different public service domains, contributing to a more differentiated understanding of how innovation culture functions across varying public sector contexts.

The qualitative data provided essential depth to these statistical relationships. Employee statements like "The department encourages us to think outside the box" confirmed positive perceptions of innovation encouragement. However, the critical observation that "When an innovative idea doesn't work out, it feels like a setback rather than a learning opportunity" reveals a fundamental contradiction within the organization's approach to innovation. This contradiction extends Schein's organizational culture theory by demonstrating how public sector accountability frameworks create persistent gaps between espoused values (innovation rhetoric) and actual practices (risk penalties), suggesting that public institutions face unique challenges in aligning cultural levels compared to private organizations with greater operational flexibility and fewer external accountability demands.

This gap between innovation rhetoric and risk consequences challenges Western innovation literature's assumption that failure tolerance naturally accompanies innovation culture. Instead, our findings suggest a "partial innovation culture" phenomenon where idea generation receives support while risk consequences remain personally attributed—a pattern documented by Wambunga (2020) in hierarchical public institutions. This theoretical contribution helps explain why public sector innovation initiatives often struggle to achieve sustainable momentum despite genuine attempts to foster creativity. The psychological safety necessary for true innovation appears compromised by structural factors specific to government operations, including heightened public scrutiny, procedural compliance requirements, and limited resource flexibility.

For public administration theory, these results necessitate reconceptualizing innovation in governmental settings. Rather than applying corporate innovation models directly, public institutions require frameworks acknowledging their distinct constraints. The findings suggest a modified theoretical model where public service innovation operates within boundaries shaped by institutional history, resource limitations, and multiple stakeholder demands. This theoretical refinement helps explain why innovation culture manifests differently in public versus private sectors and suggests that measurement instruments developed primarily in corporate settings may require adaptation to accurately assess public sector innovation capacity.

Practically, these findings suggest specific approaches for the National Registration Department. First, evaluation criteria should explicitly reward learning from unsuccessful initiatives, creating structural incentives aligned with innovation rhetoric. Second, implementing risk-sharing mechanisms—such as departmental rather than individual responsibility for innovation outcomes—could help overcome fears of personal consequences. Third, establishing protected innovation spaces where normal performance metrics are temporarily suspended might bridge the gap between innovation encouragement and risk aversion. These practical implications move beyond generic recommendations to address the specific tension points identified in the Department's innovation culture, potentially enabling more authentic innovation practices.

For policymakers, these findings require reconsideration of how performance frameworks either enable or inhibit innovation in Zambia's public sector. Current structures appear to create contradictory pressures, encouraging new ideas while maintaining penalties for deviations from established practice. Policy reforms should examine how legislative and regulatory structures might accommodate calculated risk-taking while preserving necessary public accountability. This might include creating innovation-specific evaluation criteria, establishing resource pools dedicated to experimental initiatives, and developing cross-agency learning mechanisms that allow successful innovations to spread while distributing the costs of unsuccessful experiments across the broader governmental system.

5.1.2 The influence of attention to detail in organizational culture on employee job satisfaction and engagement

The quantitative findings revealed that attention to detail has a significant positive relationship with both job satisfaction ($\beta = 0.28$, $p < 0.01$) and engagement ($\beta = 0.29$, $p < 0.01$), supporting the alternative hypothesis. These coefficients position attention to detail as the weakest predictor among the four cultural dimensions studied, though still statistically significant. This relative positioning challenges theoretical assumptions that precision would be a dominant driver in documentation-intensive public institutions where accuracy carries legal implications. The high mean score for "Employees are encouraged to maintain precision and accuracy" ($M = 4.35$) indicates strong emphasis on this dimension, while the lower score for training support ($M = 4.10$) reveals a gap between cultural expectations and enabling mechanisms. This implementation gap represents a key finding that contributes to understanding how cultural values operate when not fully supported by organizational systems.

From a self-determination theory perspective, these results suggest that attention to detail potentially satisfies competence needs when employees successfully meet precision standards. However, the qualitative data revealed tensions in this mechanism, with statements like "I sometimes feel overwhelmed by the level of detail required" suggesting that without adequate training, detail-oriented expectations can undermine rather than enhance competence satisfaction. The moderately strong relationship with engagement

contradicts assumptions that detail orientation might reduce autonomy and thus engagement, suggesting instead that in public service contexts, precision may represent a form of public accountability that enhances work meaning rather than constraining creativity. This theoretical insight helps explain why bureaucratic values like procedural accuracy persist despite critiques of their potentially demotivating effects.

Comparing these findings with private sector studies reveals distinctive patterns worth theoretical consideration. While Vong and Nouri (2020) found a slightly stronger relationship ($r = 0.43$) between attention to detail and engagement in technology companies, our somewhat lower coefficient in a public administration setting suggests institutional factors may modify this relationship. In technology firms, detail orientation often represents professional craft and innovation quality, while in public administration, it connects more directly to legal compliance and citizen service reliability. This distinction helps explain variations in how cultural dimensions translate across sectors and highlights limitations in applying corporate cultural models directly to public institutions without considering their unique operational requirements and accountability structures.

The nearly identical relationships with both satisfaction and engagement ($\beta = 0.28$ and $\beta = 0.29$) merit theoretical attention. This pattern suggests attention to detail operates through similar psychological mechanisms for both outcomes, unlike other cultural dimensions that showed stronger differentiation. In public administration contexts, where accuracy has significant legal and service implications, attention to detail may simultaneously satisfy basic job expectations (driving satisfaction) and connect employees to larger public service purposes (enhancing engagement). This dual pathway represents a theoretical contribution to understanding how cultural dimensions operate in public institutions with distinctive missions and accountability structures, suggesting that certain cultural elements may bridge both attitudinal responses and psychological states.

The qualitative findings provided essential depth regarding the training implementation gap identified in the quantitative data. The statement that more training "would help me perform better" reveals how cultural values without corresponding support systems can create performance anxiety rather than motivation. When organizations emphasize detail

without providing tools to achieve it, the resulting tension diminishes potential positive effects on employee outcomes. This misalignment appears particularly problematic in public institutions where resource constraints may limit investment in training despite cultural emphasis on precision. The findings suggest that attention to detail as a cultural value requires structural support through training, tools, and time allocation to maximize its positive influence on employee outcomes.

These findings suggest specific practical approaches for the National Registration Department and similar public institutions. First, skill development should focus on domain-specific accuracy techniques relevant to documentation processes rather than general attention-to-detail training. Second, implementing tiered quality assurance systems where employees receive graduated responsibility for increasingly sensitive documents could build confidence while maintaining standards. Third, developing peer mentoring programs could leverage experienced employees' knowledge about achieving precision within existing resource constraints, addressing the formal training gap through alternative means. For policy makers, these findings highlight the importance of aligning performance expectations with capability development in public service transformation initiatives, suggesting that resource allocation for training represents a critical element in translating cultural values into improved service delivery outcomes.

5.1.3 The effect of human-orientedness in organizational culture on employee job satisfaction and engagement

The quantitative analysis established human-orientedness as the strongest predictor of both job satisfaction ($\beta = 0.36, p < 0.001$) and engagement ($\beta = 0.38, p < 0.001$) among the four cultural dimensions examined. This predominance challenges several theoretical assumptions about public institutions in developing economies. Traditional public administration literature often portrays bureaucratic systems as emphasizing procedural adherence over human considerations, yet these findings suggest that even within formalized government structures, human-focused cultural elements exert the strongest influence on employee attitudes and psychological states. The high mean score for "The organization prioritizes the well-being of employees" ($M = 4.28$) indicates substantial implementation of human-oriented practices, though qualitative data revealed

inconsistencies that moderate the overall effect, suggesting that the statistical relationships might understate the potential impact of fully realized human-orientedness in organizational culture.

These findings extend Herzberg's Two-Factor Theory in notable ways when applied to the Zambian public sector. While Herzberg positioned human elements primarily as hygiene factors that prevent dissatisfaction rather than create satisfaction, our results suggest human-orientedness functions more as a motivator in this context. This theoretical distinction may reflect cultural differences between Western organizational environments, where Herzberg's theory originated, and African public institutions, where relational aspects of work potentially carry greater motivational weight. The primacy of human-orientedness over innovation and team-orientedness contradicts findings from Western organizational studies, where innovation typically emerges as the stronger predictor. This divergence suggests that theoretical models of employee motivation require cultural calibration rather than universal application.

The parallel finding that human-orientedness most strongly influences both satisfaction and engagement deserves theoretical scrutiny. This pattern contrasts with Sharma and Gupta's (2021) Indian banking sector study, where human factors showed a significantly stronger relationship with satisfaction ($\beta = 0.68$) than engagement ($\beta = 0.42$). This cross-study variation suggests institutional context modifies how cultural dimensions operate. In resource-constrained public institutions like Zambia's National Registration Department, human-oriented practices may represent exceptional rather than expected organizational behavior, potentially explaining their heightened psychological impact compared to private sector settings where such practices might be more commonplace. This theoretical observation contributes to understanding how organizational context moderates the relationship between cultural dimensions and employee outcomes.

Qualitative findings revealed critical implementation gaps that mathematical models alone cannot capture. The statement that "While the organization promotes fairness, there are times when decisions feel biased" highlights how cultural aspirations can diverge from daily practice. This inconsistency represents what theoretical literature terms "cultural

diffusion resistance"—the tendency for cultural values to be unevenly implemented across organizational subunits. This phenomenon appears particularly pronounced in decentralized public institutions where central policy meets varied local implementation. The perception gap between official human-orientedness policy and experienced practice suggests that statistical relationships between cultural dimensions and employee outcomes may be attenuated by implementation inconsistency, implying that stronger relationships might emerge with more uniform application.

The higher coefficient for engagement ($\beta = 0.38$) compared to satisfaction ($\beta = 0.36$), though slight, aligns with self-determination theory, which proposes that supportive environments particularly enhance psychological engagement by fulfilling relatedness needs. In public service contexts, where work often connects to societal contribution, human-oriented practices may enhance this connection by demonstrating organizational alignment with public service values. This theoretical interpretation helps explain why human-orientedness might particularly influence engagement in public institutions and suggests that human-oriented practices represent more than just good employee relations—they potentially strengthen the psychological contract between public servants and their institutional mission.

These findings suggest specific actions beyond generic recommendations for enhancing employee well-being. First, implementing policy interpretation guidelines that ensure consistent application across departments could address the identified implementation gaps. Second, establishing transparent decision-making protocols with explicit fairness criteria would address the perceived bias in some decisions. Third, creating feedback mechanisms specifically focused on human-oriented policy implementation could help identify areas where official policies diverge from employee experience. For policymakers, these findings suggest that human-oriented practices should not be considered peripheral "soft" elements but central components of public administration reform, potentially yielding greater impact on employee performance than structural reorganizations or technological implementations alone. This perspective challenges traditional public sector reform approaches that often prioritize systems and procedures over human elements.

5.1.4 The Role of Team-Orientedness in Enhancing Job Satisfaction and Engagement

The statistical analysis established team-orientedness as a significant predictor of both job satisfaction ($\beta = 0.30$, $p < 0.002$) and engagement ($\beta = 0.32$, $p < 0.001$), positioning it as the third strongest cultural dimension among the four examined. This moderate-to-strong relationship requires interpretation within the specific structural characteristics of public administration. The Department's remarkably high mean score for collaborative work ($M = 4.40$)—the highest among all cultural items measured—suggests team-orientedness represents the most successfully implemented cultural dimension. This finding challenges prevalent assumptions about public institutions as individualistic bureaucracies dominated by siloed responsibilities and hierarchical reporting lines. Instead, it indicates that even within formalized governmental structures, collaborative mechanisms can thrive and significantly influence employee attitudes when intentionally cultivated, potentially offsetting some negative effects typically associated with bureaucratic systems.

The stronger relationship between team-orientedness and engagement ($\beta = 0.32$) compared to job satisfaction ($\beta = 0.30$) merits theoretical consideration. This pattern aligns with social identity theory, which proposes that team identification satisfies belonging needs while activating reciprocal commitment, potentially explaining the slightly stronger effect on psychological engagement rather than evaluative satisfaction. This finding diverges from Osei-Bonsu's (2021) Ghanaian banking study, where team-orientedness emerged as the strongest predictor of engagement ($\beta = 0.63$). This substantial difference in effect size between private banking and public administration contexts suggests institutional characteristics moderate how team culture influences employee outcomes. Banking operations often require immediate collaboration for transaction processing, while public administration may involve more independent document handling, potentially explaining the reduced—though still significant—impact in our study context.

The qualitative data revealed an important implementation gap captured in the statement, "more regular team-building activities would help us bond better." This reflects a

distinction between structural teamwork (formal collaborative systems) and relational teamwork (interpersonal trust and cohesion). The Department appears to have established effective structural mechanisms for collaboration while underinvesting in relationship-building activities. This disparity highlights a theoretical distinction often overlooked in teamwork literature: the difference between procedural collaboration and psychological team cohesion. Public institutions may excel at creating collaborative work processes due to their procedural orientation while neglecting the social dimensions of teamwork due to resource constraints or administrative priorities. This distinction helps explain why the overall team-orientedness effect, while significant, might be lower than theoretically possible if both structural and relational aspects were equally developed.

The lower mean score for team-building initiatives ($M = 4.18$) compared to the overall team-orientation score underscores a paradox in public sector management—the tendency to implement formal collaborative structures without corresponding investment in the relational foundations that maximize their effectiveness. This pattern reflects what administrative theory terms "procedural primacy"—the tendency for public institutions to focus on systems rather than relationships, potentially limiting the full realization of benefits from collaborative approaches. The findings suggest that team-orientedness in governmental settings may operate through different mechanisms than in private organizations, with formal collaborative structures carrying greater weight than interpersonal bonds, contrary to predictions from standard team effectiveness models developed primarily in corporate settings.

These findings contradict certain theoretical assumptions about collectivist cultural contexts. In Zambia's collectivist society, we might expect team-orientedness to emerge as the strongest cultural predictor rather than human-orientedness, yet the opposite pattern appeared in our data. This unexpected finding requires theoretical reconsideration of how national cultural characteristics translate into organizational dynamics. One explanation might be that collectivism at the societal level creates baseline expectations for teamwork that diminish its distinctive impact within organizations, while human-oriented practices may appear more exceptional and thus generate stronger psychological responses. This interpretation challenges simplistic applications of cultural

dimension theories and suggests more complex interactions between societal values and organizational practices than typically acknowledged in cross-cultural management literature.

These findings suggest specific practical approaches for enhancing team effectiveness in public institutions. First, balancing structural collaboration with relational team-building through regular activities that develop interpersonal trust beyond formal work processes. Second, creating cross-functional project teams that address specific departmental challenges, leveraging diverse expertise while building relationships across organizational boundaries. Third, implementing team-based recognition systems that celebrate collective achievements rather than focusing exclusively on individual performance. For policymakers, these findings suggest that public administration reforms should incorporate team-based approaches not merely as efficiency mechanisms but as fundamental drivers of employee engagement, potentially yielding greater returns than individual-focused performance management systems while aligning more effectively with collectivist cultural values prevalent in Zambian society.

CHAPTER SIX SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.0 INTRODUCTION

This chapter integrates the study's findings and draws conclusions based on the research objectives. It provides actionable recommendations for key stakeholders and discusses the limitations of the study, offering avenues for future research. The aim is to consolidate the insights gained and ensure practical utility of the results within Zambia's public sector.

6.1 SUMMARY OF FINDINGS

The study explored the influence of organizational culture on employee job satisfaction and engagement at the National Registration Department. The study explored the influence of organizational culture on employee job satisfaction and engagement within the National Registration Department in Zambia. The research was guided by four objectives: (1) to assess the impact of innovation and risk-taking culture on employee job satisfaction and engagement, (2) to evaluate the influence of attention to detail in organizational culture on employee job satisfaction and engagement, (3) to investigate the effect of human-orientedness in organizational culture on employee job satisfaction and engagement, and (4) to examine the relationship between team-orientedness in organizational culture and employee job satisfaction and engagement.

Key findings indicate that innovation and risk-taking culture, attention to detail, human-orientedness, and team-orientedness significantly impact both satisfaction and engagement. Innovation and risk-taking emerged as a driver of motivation, fostering creativity and recognition, although there is room to improve tolerance for failure. Attention to detail was linked to reliability and confidence in work outcomes, highlighting the need for supportive training initiatives. Human-orientedness was the strongest predictor of both job satisfaction and engagement, underscoring the importance of managerial support, work-life balance, and inclusivity. Team-orientedness reinforced a sense of belonging and mutual accountability, further enhancing employee outcomes. These findings collectively stress the pivotal role of organizational culture in shaping workplace dynamics.

6.2 CONCLUSIONS

This study has established a differentiated understanding of how organizational culture influences employee outcomes in Zambia's public sector, revealing patterns that both affirm and challenge existing theoretical frameworks. The hierarchical influence of the four cultural dimensions—with human-orientedness exerting the strongest effect ($\beta = 0.36-0.38$), followed by innovation ($\beta = 0.32-0.34$), team-orientedness ($\beta = 0.30-0.32$), and attention to detail ($\beta = 0.28-0.29$)—contradicts prevalent Western organizational models that typically position innovation as the primary driver of employee engagement. This inversion suggests a theoretical recalibration is necessary when applying organizational theories to African public institutions, where relational and human elements appear to carry greater motivational weight than traditionally assumed. The study further identified significant implementation gaps across all dimensions: between innovation rhetoric and risk consequences, between detail expectations and training support, between human-oriented policies and consistent application, and between collaborative structures and relationship-building activities. These gaps reflect a wider theoretical pattern of "aspirational-operational disparity" common in public institutions undergoing modernization, where cultural values outpace supporting systems and practices. This pattern helps explain why organizational culture, while significantly influencing employee outcomes, may not achieve its full potential impact without corresponding investments in implementation mechanisms. The research advances theoretical understanding of how organizational culture operates within institutional constraints typical of developing economies' public sectors, where resource limitations, bureaucratic requirements, and accountability frameworks modify how cultural dimensions translate into employee experiences.

The findings directly address the core research problem by demonstrating that specific, measurable aspects of organizational culture collectively explain substantial variance in both job satisfaction ($R^2 = 0.61$) and engagement ($R^2 = 0.66$) within Zambia's National Registration Department. This high explanatory power challenges assumptions that structural factors like compensation and advancement opportunities would predominate in resource-constrained public institutions. Instead, the results establish cultural

dimensions as central rather than peripheral determinants of employee outcomes, suggesting that cultural interventions may yield greater returns than traditional structural approaches to public sector reform. The distinctive pattern of cultural influence identified—where human elements outweigh procedural aspects—indicates that public administration theories developed in Western settings require significant adaptation when applied to African institutional environments. This study therefore contributes to theory development by documenting how organizational culture manifests and operates within the specific constraints and opportunities of Zambia's public sector, providing both a methodological template and comparative benchmark for future research examining how cultural dimensions influence employee outcomes across different institutional and national settings.

6.3 NEW KNOWLEDGE GENERATED

This study advances organizational science through several distinctive contributions to knowledge about public sector culture in developing economies. First, it establishes an empirically validated hierarchy of cultural dimensions influencing employee outcomes specifically within African public institutions—with human-orientedness as the dominant predictor ($\beta = 0.38$), followed by innovation ($\beta = 0.34$), team-orientedness ($\beta = 0.32$), and attention to detail ($\beta = 0.29$). This pattern differs markedly from Western corporate studies where innovation typically predominates, providing the first quantitative evidence that cultural dimensions operate through different mechanisms in Zambian public sector environments. Second, the research identifies a theoretical phenomenon termed "partial innovation culture" in which governmental organizations encourage creative thinking while simultaneously maintaining punitive approaches to unsuccessful initiatives. This contradiction explains why public sector innovation often stalls despite stated support. Third, the unusually high explanatory power ($R^2 = 0.61-0.66$) of cultural dimensions for employee outcomes challenges established assumptions about variable relationships in public institutions, suggesting cultural factors may exert stronger influence than previously recognized in these settings.

Fourth, the research demonstrates consistent implementation gaps across all cultural dimensions—most notably between performance expectations and enabling resources—identifying a systemic pattern rather than isolated deficiencies. This pattern of "aspirational-operational disparity" represents a newly documented characteristic of organizations undergoing modernization with limited resources, contributing to understanding why cultural change initiatives often yield partial results in governmental settings. Fifth, the study reveals how the translation of organizational culture into employee outcomes is mediated by institutional constraints specific to public administration, where accountability frameworks, resource limitations, and hierarchical structures modify how cultural dimensions influence satisfaction and engagement. These knowledge contributions collectively advance theoretical understanding of organizational culture in non-Western public sector environments while offering practical frameworks for institutional improvement in similar settings.

6.4 RECOMMENDATIONS

Based on the study findings, the following specific recommendations are proposed with implementation strategies, responsible stakeholders, and timelines:

For Department of National Registration, Passport and Citizenship Management (0-6 months)

1. Establish an "Innovation Learning Framework" that formally separates idea evaluation from performance assessment. The Director of Human Resources should develop documentation templates by month 3 that reframe unsuccessful initiatives as departmental learning experiences rather than individual failures. This framework should include a quarterly "Lessons Learned" review session led by department heads where both successful and unsuccessful innovations are analyzed for organizational growth.
2. Implement a tiered training program on precision and quality assurance tailored to document processing. The Training Director should develop three sequential modules by month 2: basic documentation standards (month 3), advanced verification techniques (month 4), and error prevention systems (month 5). These

modules should incorporate hands-on practice with actual departmental forms and include competency assessments.

For Ministry of Home Affairs and Internal Security (6-12 months)

3. Develop a "Public Service Innovation Policy" with protective mechanisms for calculated risk-taking. The Permanent Secretary should establish by month 8 a ministerial framework that creates innovation zones where performance metrics are temporarily adjusted to accommodate experimentation. This policy should include an "Innovation Reserve Fund" (0.5% of operational budget) by month 10 to resource promising initiatives across departments.
4. Create a Technical Skills Enhancement Program aligned with digital transformation goals. The Human Resource Director should partner with the Zambia Institute of Human Resource Management by month 7 to develop a competency framework, followed by implementation of quarterly technical boot camps starting month 9, with clear certification paths for employees demonstrating advanced skills.

For Departmental Employees (Ongoing with quarterly check-ins)

5. Form self-directed "Professional Development Circles" of 5-8 employees from similar functions. Group coordinators should organize bi-weekly one-hour sessions utilizing available online resources and peer teaching. Department heads should provide quarterly recognition for groups demonstrating measurable skill improvements and allocate 4 hours monthly of protected time for these activities.
6. Establish "Cross-Functional Collaboration Teams" addressing specific organizational challenges. Team leaders should be nominated by month 1, with each team developing a collaboration charter by month 2. Teams should meet bi-weekly with documented outcomes reported monthly to management. HR should incorporate team contribution assessments into the performance evaluation system by month 4.

6.5 LIMITATIONS OF THE STUDY

This study encountered several significant methodological constraints that warrant consideration when interpreting the findings. The cross-sectional design prevented establishing causal relationships between organizational culture and employee outcomes, capturing only associations at a single point in time. Despite the adequate sample size, the exclusive focus on one government department limits generalizability to other public institutions with different functions, citizen interaction levels, and operational demands. The reliance on self-reported measures for both independent and dependent variables introduced potential common method bias, particularly in a hierarchical organization where social desirability might influence responses. Additionally, the study did not fully account for potential moderating variables such as employee tenure, hierarchical position, and educational background, which might significantly influence how cultural dimensions translate to satisfaction and engagement outcomes in public sector environments.

6.6 RECOMMENDATIONS FOR FUTURE RESEARCH

Future research should employ longitudinal designs tracking both cultural dimensions and employee outcomes over 2-3 year periods to establish causal mechanisms and examine how these relationships evolve during organizational change initiatives. Comparative studies across multiple public institutions with varying functions (regulatory, service delivery, policy development) would reveal how institutional purpose moderates the culture-outcome relationship. Research using structural equation modelling should investigate specific mediating mechanisms such as perceived organizational support and public service motivation through which cultural dimensions influence employee outcomes. Additionally, quasi-experimental studies of targeted cultural interventions would provide evidence-based guidance for public sector managers seeking to enhance specific dimensions, with particular attention to cost-benefit analyses suitable for resource-constrained public institutions.

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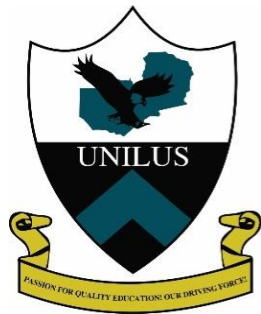
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APPENDIX



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TOPIC: AN EVALUATION OF THE ORGANIZATIONAL CULTURE'S IMPACT ON
EMPLOYEE SATISFACTION AND ENGAGEMENT: A CASE STUDY OF THE
NATIONAL REGISTRATION DEPARTMENT.

Dear Respondent,

My name is Mwaba Kaunda, currently conducting a research study titled “An Evaluation of the Organizational Culture's Impact on Employee Satisfaction and Engagement: A Case Study of the National Registration Department.” This study is part of my academic requirements for the Master of Business Administration.

The purpose of this research is to examine how various aspects of organizational culture such as innovation, attention to detail, human-orientedness, and team-orientedness influence employee job satisfaction and engagement within the National Registration Department. By gathering your insights, I aim to provide evidence-based recommendations to enhance employee well-being and organizational effectiveness.

You have been selected as a participant because your role within the organization provides valuable insights into the cultural and operational dynamics of the workplace. Your experiences and perceptions are critical to the success of this research.

Participation in this study is voluntary, and you are under no obligation to answer any questions that you are uncomfortable with. The questionnaire is divided into sections and should take approximately 10-15 minutes to complete. Your responses will remain completely anonymous, and all information provided will be treated with the utmost confidentiality.

By completing this questionnaire, you are providing your informed consent to participate in this study.

Thank you for your valuable time and participation. Your contribution is greatly appreciated.

Yours sincerely,

Mwaba Kaunda.

Instructions

Please read each question carefully and answer honestly. There are no right or wrong answers. Select the most appropriate response for each question. The questionnaire should take approximately 10-15 minutes to complete.

1. Do not indicate your name on the questionnaire.
2. (Please Tick the right option, indicate the right code representing your choice, fill the right answer in a given space and insert the number representing your level of agreement where (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)
3. Please try as much as possible to answer all questions and if in doubt, ask the interviewer.

Section A

Demographic and Background Information

State the following about yourself

1. What is your age group?

- a. 18–25
- b. 26–35
- c. 36–45
- d. 46–55
- e. 56+

2. Gender

- a. Male
- b. Female

3. What is your highest level of education?

- a. Certificate/Diploma
- b. Bachelor's Degree
- c. Master's Degree
- d. Doctorate
- e. Other (Specify)

4. Length of Service in the Organization

- a. Less than 1 year
- b. 1–3 years
- c. 4–7 years
- d. 8–10 years
- e. 11+ years

5. Department

- a. National Registration
- b. Citizenship
- c. Passport
- d. Other (Specify)

Section B

Organizational Culture

This section explores your perceptions of the organization's culture, focusing on innovation, risk-taking, attention to detail, human-orientedness, and team-orientedness. State your level of agreement to the following assertions, (Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree).

Innovation and Risk-Taking Culture

Assertion	1	2	3	4	5
The organization actively promotes and rewards employees who bring forward innovative ideas and solutions.					
Employees are empowered to experiment with new approaches to solve problems, even if there is a risk of failure.					
Leadership encourages the exploration of creative strategies that could improve organizational outcomes.					
The organization provides resources and tools to support innovative thinking and risk-taking among employees.					
Failures resulting from experimentation are treated as learning opportunities rather than punishable actions.					

Attention to Detail

Assertion	1	2	3	4	5
Employees are trained and encouraged to ensure precision and accuracy in all tasks and deliverables.					
Quality assurance processes are emphasized to minimize errors and maintain high organizational standards.					
Attention to detail is a critical component in the organization's evaluation and recognition systems.					
Managers provide clear guidelines and expectations to ensure all work meets required standards of thoroughness.					
Employees feel confident in their ability to deliver error-free and detail-oriented results due to organizational support.					

Human-Orientedness

Assertion	1	2	3	4	5
The organization prioritizes the well-being of employees by offering support for work-life balance and personal needs.					
Managers actively listen to employees' concerns and take necessary actions to address their issues.					
Recognition programs are implemented to celebrate employees' contributions and achievements.					
Training and career development programs are available and accessible to all employees for growth and advancement.					

The organization demonstrates fairness and equality in its policies and practices, fostering a sense of inclusivity.					
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Team-Orientedness

Assertion	1	2	3	4	5
Collaborative work is encouraged, and teams are given autonomy to make decisions collectively.					
Employees feel valued as essential contributors to their team’s overall success.					
Teamwork and collaboration are promoted across departments to ensure cohesive operations.					
Disputes within teams are resolved promptly to maintain a harmonious and productive environment.					
Team-building activities and initiatives are regularly organized to strengthen relationships and trust among employees.					

Section C

Employee Job Satisfaction and Employee Engagement

This section investigates the key variables, employee job satisfaction and employee engagement.

Job Satisfaction

Assertion	1	2	3	4	5

I feel satisfied with the opportunities for professional growth and advancement in the organization.					
The organization offers adequate compensation and benefits that match my responsibilities.					
My work environment is supportive and conducive to my overall well-being and productivity.					
The responsibilities of my role are fulfilling and align with my career aspirations.					
I am confident in the management's ability to lead the organization effectively and fairly.					

Employee Engagement

Assertion	1	2	3	4	5
I am highly motivated to contribute to the success of the organization through my work.					
I feel a strong sense of connection and belonging within the organization.					
The goals of the organization inspire me to perform to the best of my ability.					
I am willing to invest extra time and effort to achieve organizational objectives.					

4. Are there any areas where the organization's culture does not align with its stated values? If so, please explain.

5. What personal experiences or observations would you like to share about job satisfaction and engagement within this organization?



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UNILUS-RESEARCH ETHICS COMMITTEE

Ref no: FWA00033228-9812/24

Date: 1st December 2024

STUDENT NAME: Mwaba Kaunda

AN EVALUATION OF THE ORGANIZATIONAL CULTURE'S IMPACT ON EMPLOYEE SATISFACTION AND ENGAGEMENT: A CASE STUDY OF THE NATIONAL REGISTRATION DEPARTMENT

The above research was submitted to the research ethics committee for review. The study has no major ethical problems and is approved subject to the following:

1. The study cannot be changed without express permission of the UNILUS research ethics committee.
2. Approval from the necessary authority should be sought.

The committee wishes you success in your work.



Professor

Kasonde

Bowa

MSc(Glasgow),M.Med(UNZA),FRCS(Glasgow),FACS,FCS,DPH(LSTMH),MPH(UCL)

Chairman- UNILUS REC

Professor of Urology and Consultant Urologist Deputy

Vice-Chancellor – Research and Innovation

Executive Dean - School of Medicine and Health Sciences

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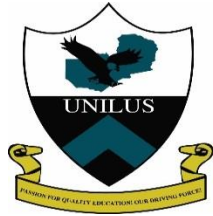
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SUBMISSION OF DISSERTATION FOR EXAMINATION

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Programme of study: MASTER OF BUSINESS ADMINISTRATION GENERAL

Dissertation title: AN EVALUATION OF THE ORGANIZATIONAL CULTURE'S IMPACT ON EMPLOYEE SATISFACTION AND ENGAGEMENT: A CASE STUDY OF THE NATIONAL REGISTRATION DEPARTMENT

Signature of student:

Date: 24.01.2025

Supervisor's Comments:

I recommend this dissertation for submission for examination.

Name of Supervisor: JEFF MUSONDA

Signature of Supervisor:

Date: 24.01.2025

