Relationship between organizational culture and organizational performance: a case of Sheema district local government. A cross-sectional study.

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ABSTRACT
Background
The term 'organizational performance' is commonly used yet lacks a universally agreed-upon definition. The study aims to assess the relationship between organizational culture and organizational performance, a case of Sheema District Local Government.

Methodology
A cross-sectional study employing a correlational research design. The Unit of analysis was a local government, and the study targeted all local governments in Sheema District, with a sample of 115 respondents. Quantitative data analysis was done using SPSS, and qualitative data was analyzed through the thematic analysis procedures.

Results
The majority, 32.6% were aged between 26 and 35 years. Respondents were asked whether there were clear communication channels; 66.9% agreed. On whether the employees were trained on the best work practices, 83.7% agreed. When respondents were asked whether the stakeholders followed policy as they performed their duties, 79.8% agreed. On whether the employee participated in policy development, 51.0% agreed. When respondents were asked whether there was constant policy review for work improvement, 60.1% agreed. Respondents were asked whether their district was one of the best-performing in Uganda, and 66.9% agreed. When asked whether they got positive feedback from the community, 83.7% agreed. The correlational analysis indicated a significant positive relationship between organizational culture and organizational performance among local governments, as shown by (r =.425*, P≤.05).

Conclusions
There is an association and, actually, an effect of organizational culture on organizational performance. There is a significant positive relationship between organizational culture and organizational performance among local governments in western Uganda, as shown by (r =.425*, P≤.05).

Recommendations
The organizational culture should not only be limited to the national policies, but the cultural practices of a given local government can be made in the form of local policies and regularly communicated to the stakeholders.

Background

The term 'organizational performance' is commonly used yet lacks a universally agreed-upon definition. While this concept relies on various company-specific factors, experts continue to debate its exact parameters (Tahir, 2020). Organizational culture encompasses the shared values, beliefs, attitudes, policies, and rules that govern employee behavior within a company (Li, 2015). This culture shapes how all stakeholders - including employees, customers, and suppliers - perceive the organization and its brand (Wong, 2023). A company's culture significantly impacts its success by determining both the quality of talent it attracts and retains. With various cultural models available, organizations must carefully select the one that best aligns with their objectives and needs (Whitfield, 2024).

A strong corporate culture can help team members achieve goals by adhering to shared communication guidelines and discovering personal fulfillment in their work. In fact, an analysis of an organization's organizational citizenship can predict factors such as employee loyalty, work satisfaction, and the likelihood of a general organizational reform that improves quality (Chalmers, 2023). A recent Workplace Culture Survey revealed that 76% of U.S. employees believe their company's culture directly impacts their personal productivity and efficiency. Organizations with strong cultures consistently outperform the broader market in

financial terms. This advantage stems from how the company's combined formal and informal systems, behaviors, and values shape experiences for both employees and customers (Kirwan, 2023). Workplace collaboration promotes personal growth, enhances job satisfaction, and reduces stress levels among staff (Mware & Shaju, 2022). The study aims to assess the relationship between organizational culture and organizational performance, a case of Sheema District Local Government.

METHODOLOGY
Research design
This study employed a cross-sectional research design justified by the fact that the study data were collected and analyzed from respondents in the selected study areas at a single point in time, so variation in results as a result of changes in the time series was not expected. The study was both quantitative and qualitative in nature, as both approaches were used in data collection and analysis.

Study Area
This study was conducted in Sheema district. The District was organized into five levels: villages, parishes, counties/municipalities, sub-counties/divisions, and the district itself. Each level has executive committees and elected councils in charge of development and governance. The District Executive Committee and a District Council made up of delegates from sub-counties and technical personnel assist the elected Local Council V (LCV) Chairperson in leading the district. Sector-specific committees (Finance, Community Development, Education, Health & Security, Production, and Works & Water) and statutory entities (such as the Contracts Committee, Public Accounts Committee, Service Commission, and Land Board) support the Council, which is the highest policy-making body (sheema.go.ug). Sheema District is located in Western Uganda within the Ankole sub-region and covers approximately 699 square kilometers of land. Geographically, it lies between latitudes 0°32′S to 0°38′S and longitudes 30°10′E to 30°29′E. The district is bordered by Buhweju District to the north, Mbarara District to the east, Ntungamo District to the south, Mitooma District to the southwest, and Bushenyi District to the west. Its administrative headquarters is in Kibingo, situated about 33 kilometers west of Mbarara, the largest city in the region. This central location places Sheema at the heart of southwestern Uganda's network of districts, making it strategically important for regional connectivity and governance (sheema.go.ug).

Study population
This study utilized employees of Sheema District Local Government who are responsible for service delivery, and organizational performance was measured. All employees/technical staff of the district formed the study population, but the political leaders were also interviewed to verify responses from the technical staff. According to the Sheema District approved manpower structure 2024, the district has a total of 153 technical staff. This formed the target population for the study. In addition, the district chairperson, the district speaker, the district committee secretaries for finance, works, education, production, and health were interviewed for purposes of reinforcing the data generated from the technical staff. In general, the total population for the study was 160 people.

Sample size determination
The study used a population of 153, and based on Kreijcie and Morgan's Table 1970 for determination, the sample was 108 respondents/technical staff to take part in the study, in addition to 7 political leaders.

Table 1: Sample size determination

Population Category	Population size	Sample size	Sampling technique	Justification for the choice of category
LCV Chairperson	1	1	Purposive sampling	For data verification and reinforcement
District Speaker	1	1	Purposive Sampling	For data verification and reinforcement
Secretary for Works	1	1	Purposive sampling	For data verification and reinforcement
Secretary for Finance	1	1	Purposive sampling	For data verification and reinforcement
Secretary for Education	1	1	Purposive sampling	For data verification and reinforcement
Secretary for Health	1	1	Purposive Sampling	For data verification and reinforcement
Secretary for production	1	1	Purposive Sampling	For data verification and reinforcement

Technical Staff	153	108	Simple Random sampling	Knowledgeable in the variables of interest
Total	160	115		

Source: Sheema District staffing levels 2024

Sampling

The study employed two sampling techniques: simple random sampling and purposive sampling.

Simple random sampling

Simple random sampling is a scientific sampling technique that was used. Random samples were selected from the study area using the rotary method. This sampling technique was applied to the Sheema District Local Government technical staff.

Purposive sampling

The study used a purposive sampling technique for political leaders in order to produce important qualitative data on the relationship between the study variables, particularly the dependent variable in this case, which is organizational performance.

Data Collection Techniques

Primary data for this study were collected from participants using questionnaires and interviews.

Questionnaire survey

A self-administered questionnaire was created for this approach in order to gather primary data from study participants. The approach was employed since it was believed to be rapid, easy, and affordable when gathering data from a large number of responders who are spread out over a large area, but in a short period of time. Data from scientifically chosen respondents—the personnel of the Sheema District Local Government—was gathered using the questionnaire survey method.

Interview method

This method was used on purposively selected respondents (key informants) in the study area. The method was used because it was good for generating detailed and in-depth qualitative information on the study variables to reinforce quantitative data.

Data collection instruments

The study employed a questionnaire and an interview guide to collect data.

Questionnaire

Primary data was gathered by self-administered, structured questionnaires, in which a series of preset questions was created to gather information from randomly chosen study participants. This instrument was employed since it was cheap, time-saving, and enabled the study to use first-hand knowledge from several people over a brief period of time.

Interview guides

Purposively selected respondents in the study region were also interviewed as part of the data gathering process. The interview guide was used as a tool during data collection because it enabled the study to produce detailed information that the questionnaire might not have been able to provide, or in the form of clarification or reinforcement on issues that may not have been clear in the questionnaire responses.

Data Quality Control
Validity

Following the creation of data collection instruments, three (3) research specialists were consulted to determine which elements on the instruments were legitimate and appropriate to the study objectives. Expert judgment was used to determine the tools' validity (Content Validity Index). For every research expert, the index's content validity (C.V.I.) was computed in order to prove the validity of the instruments. The instruments were found valid because the average CVI was 86.6% and since it was above70% the study adopted and used the instruments as guided by Amin (2005) and as indicated in Table 2.

Table 2: Validity Test Results

Rater	Items rated relevant	Total number of items	CVI
1	33	45	0.733
2	43	45	0.955
3	41	45	0.911
	117	135	2.60

Source: Research experts' information 2025
Average CVI   =   2.60/3 0.866

Reliability

The Cronbach's Alpha coefficient was used to determine the dependability and trustworthiness of the data collection instruments. A pilot study was carried out on 15 respondents from Isingiro district. Questionnaire data were entered into SPSS and analyzed to calculate Cronbach's alpha. The results are presented in Table 3.

Table 3: Reliability Test Results

No of items	α
45	0.822

Source: Pilot study data 2025

Since the coefficient produced was above 70%, the study adopted the data collection tool as suggested by Amin 2005) and Schnell (2020).

Data collection procedure

When the proposal was complete, it was presented to the faculty board for approval. Then it was submitted to BSU REC for assessment and clearance. Thereafter, the letter granting permission for data collection was obtained. Before data collection, another authority letter was requested from the Sheema district so that respondents could freely and officially take part in the study.

Analysis of data

Both quantitative and qualitative analyses of the data were conducted.

Quantitative data analysis

The Statistical Package for Social Sciences (SPSS) was used to sort and analyze data produced by the questionnaires. This is because SPSS was believed to be easier in generating descriptive and inferential statistics and offering a greater selection of graphs and charts. To produce interpretations and conclusions about the study population, the analyses were made using both descriptive and inferential statistics.

Qualitative data analysis

Thematic analysis was conducted on the qualitative data obtained from key informant interviews. The study's objectives guided the sorting, editing, arranging, and coding of the data. Themes were developed, and narrative conclusions were drawn using the study objectives. The findings were applied to support quantitative interpretations, analyses, and conclusions.

Variable measurement

The study variables were broken down into dimensions for detailed understanding. Workplace environment as an independent variable was measured by organizational structure, physical environment, and organizational culture. Organizational performance as a dependent variable was measured by quality, effectiveness, and competitiveness, which showed how best and optimally resources were utilized. The variable dimensions were measured and rated on a 5-point Likert scale from 5 to 1 – strongly agree to strongly disagree, respectively, as explained by IvyPanda (2020, July 6).

Ethical Considerations

The study proposal was submitted to BSU REC (BSU-REC-2025-558) for clearance before the study data were collected. In addition, anonymity and confidentiality were upheld during the study. Furthermore, the study was conducted formally with approval, and participants were informed that their responses were only used for academic research and that the data produced would never be altered for whatever reason.

RESULTS

Response rate

A total of 108 questionnaires were distributed, and out of the distributed questionnaires, 98 were returned and found valid and accurate for use in this study. Five (5) interviews were conducted successfully with the key informants. Overall, the results indicated a response rate of 89.6%.

Socio-Demographic Characteristics of the Respondents

Gender

The study, by asking the gender question, sought to establish whether there is a relationship between gender and performance in the Local Government Context. The responses on the gender categories of the respondents are presented in Table 4.

Table 4: Respondent's Gender

Category		Frequency	Percent
	Male	61	62.2
	Female	37	37.8
	Total	98	100.0

Source: Field data 2025

The findings indicated that the majority of the respondents were males (62. 2%) while the females took a minority portion of 37.8%. This gender distribution is attributed to the fact that the historical belief that a girl child was not a major focus for education still affects the employment environment. However, the local governments are struggling to employ more women as a national policy requirement of the Equal Opportunities Commission.

Respondents' age categories

Table 5: Respondents' Age categories

| Age Category	Frequency	Percent
Below 25	14	14.0
26-35	32	32.6
36-45	24	24.7
46-55	19	19.7
Above 55	9	9.0
Total	98	100.0

Source: Field data, 2025

Table 5 shows that the majority of the respondents, 32.6% were aged between 26 and 35 years, followed by 24.7% of 36 to 45 years. This generally indicates that 57.3% of the respondents were between 26 and 45 years old. This situation means that local governments employ young and energetic people who still have the zeal to serve, hence ensuring success in service delivery.

Respondents' years in service

Figure 1: Pie Chart showing Respondents' Years in Service
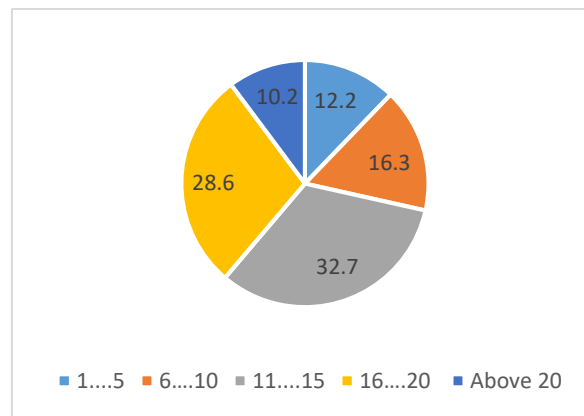
Source: Field data, 2025

Figure 1, results indicate that most staff had worked for a period between 11 and 20 years, where 28.6% had worked for 6 to 10 years, while 32.7% had worked for 16 to 20 years. This is an indication that the respondents had sufficient knowledge in relation to the study variable of work environment and organizational performance.

Respondents' Department

Table 6: Showing Respondents' Departments

Department	Frequency	Percent
Administration	47	48.0
Finance	17	17.3
Health	17	17.3
Education	12	12.2
Others	5	5.1
Total	98	100.0

Source: Field data, 2025

Table 6 on respondents' departments indicates that most of the respondents were from administration (48%), and indeed most of the respondents were from the district headquarters, where the administrative staff is concentrated. In addition, it was very relevant for the staff because the units mandated to maintain a conducive work environment are part of the administration, mainly the Human Resources unit.

Respondents' Level of Education

Table 7: Showing Respondents' Education Levels

Education Level Category	Frequency	Percent
O'Level	03	3.1
A'Level	05	5.1
Diploma	10	10.2
Bachelors	66	67.3
Postgraduate and above	14	14.3
Total	98	100.0

Source: Field data 2025

Showing respondents' education levels, the majority of the respondents were found to have Bachelor's degrees (67.3%), followed by those with postgraduate qualifications (14%). This means that the local government employs people with qualifications to have the capacity to interpret the data collection tool and could easily understand the work environment conditions and how they impact performance.

Empirical findings

The effect of organizational culture on organizational performance.

Table 8: Descriptive statistics on Organizational Culture

Organizational Culture	AGREE		NEUTRAL		DISAGREE	
	Freq	%	Freq	%	Freq	%
There are clear communication channels at the Place of work	66	66.9	17	17.4	15	15.7
We are trained in the best practices of work	82	83.7	15	15.2	1	1.1
It is our culture to follow the policy as we work	78	79.8	18	18.0	2	2.2
I participate in policy development	50	51.0	24	24.5	24	24.5
There is a constant policy review for work improvement	59	60.1	27	28.1	12	11.8
We receive timely communications regarding work issues	54	55.6	17	16.9	27	27.4
We have clear work teams	48	49.0	28	28.6	22	22.4
Work is discharged through different teams	73	74.2	19	19.7	6	6.2
Assignment of duties is communicated following policy guidelines	43	43.8	26	27.0	29	29.2
There is an open-door policy at work	73	74.5	23	23.4	2	2.1

Source: Field data 2025

Respondents were asked whether there were clear communication channels; 66.9% of the respondents agreed. On whether the employees were trained on the best work practices, 83.7% of the respondents agreed. When respondents were asked whether the stakeholders followed policy as they performed their duties, 79.8% agreed. On whether the employee participated in policy development, 51.0% of the respondents agreed. When respondents were asked whether there was constant policy review for work improvement, 60.1% of them agreed. On whether the employees receive timely communication regarding work issues, respondents agreed at 55.6%. On whether the employees had worked through teams, respondents agreed at 49.0%. Respondents were also asked whether work was discharged through different teams; 74.2% of them agreed with the statement. The study also asked respondents whether assignment of duties was communicated following policy guidelines; 43.8% of them agreed. When they were asked whether the district practiced an open-door policy, 74.5% of the respondents agreed.

All in all, the nature of responses from the study area and the rate at which respondents agreed to the statements that were designed to measure organizational culture, depicted that indeed Sheema District local government had a culture which was generally known by employees, and in a way, it impacted the general performance.

For purposes of reinforcing the quantitative data as presented above, key informant interviews generated results as presented below.

Respondent "B" indicated,

"*As leaders, we are guided by the national oath of secrecy, and we are also guided by the fact that not everyone is allowed to communicate on behalf of the district. Whenever there is anything official to communicate, it goes through the right channels of communication and, for that matter, through the communications office.*"

Respondent "C" noted

"*While the heads of department can communicate, there are clear guidelines on who should communicate what. This has helped us a lot because it limits chaos as a result of the release of vital information.*"

Respondent D Stated,

"*I find it convenient to forward whatever I want to communicate to the relevant office, and that is the communications office. Currently, we also have the IT officers who communicate official messages online because it is their mandate; otherwise, if you don't do that, you are at fault for crossing into other people's jobs, but anyway, it is very clear because we are guided.*"

Respondent "E" noted,

"*.... with local governments setting, culture is not a problem; we generally follow the public service standing orders. In fact, the policies that support our culture all aim at ensuring that we are accountable to our customers – the public. Therefore, we always strive to ensure that we perform to our best, according to the rules, as we offer services to the public.*"

Organizational performance

Table 9: Descriptive statistics on Organizational Performance

Organizational Performance	AGREE		NEUTRAL		DISAGREE	
	Freq	%	Freq	%	Freq	%
Our district is one of the best-performing in Uganda	66	66.9	17	17.4	15	15.7
We get positive feedback from the community	82	83.7	14	14.0	2	2.3
We now offer timely services to the people	78	79.8	18	18.0	2	2.2
People appreciate the quality of services we offer	50	51.0	25	25.5	23	23.5
There is limited resource wastage	60	61.2	26	26.5	12	12.2
People at work enjoy what they do	54	55.1	17	17.3	27	27.6
The district is steadily developing	49	50.0	28	28.6	21	21.4
There is equitable service delivery across all sectors	73	74.5	19	19.4	6	6.1
Budget performance has improved over the last five years	43	43.8	26	27.0	29	29.2
Resource utilization has improved across departments	73	74.5	23	23.5	2	2.0

Source: Field data 2025

The study had a dependent variable – organizational performance, the main variable the study aimed to measure and predict. Respondents were given 10 statements on organizational performance to evaluate, and their responses are presented in Table 11, as follows;

Respondents were asked whether their district was one of the best-performing in Uganda, and 66.9% agreed. When asked whether they got positive feedback from the community, 83.7% agreed. On whether they were offering timely services to the people, 79.8% agreed. When asked whether people were appreciating the quality of services they offered, 51.0% agreed. They were also asked whether there was limited resource wastage, and 61.2% of the respondents agreed. The respondents were also asked if employees themselves enjoyed what they were doing; 55.1% agreed. On whether the district was steadily

developing, 50% of the respondents agreed. When they were asked whether there was equitable service delivery across all sectors, 74.5% agreed. When asked whether budget performance had improved over the previous five years, 43.8% of the respondents agreed. And when asked if resource utilization had improved across the district departments, 74.5% of the respondents agreed.

As a way to reinforce quantitative data, the study utilized an in-depth interview with key informants to assess the performance of Sheema District. The interview focused on the effectiveness of service delivery, finding out how the work environment affected service delivery, and generally finding out how performance could be improved. The findings are summarized below.

In general, all key informants indicated that service delivery was effective, noting that the district emphasized timely response to people's needs and ensuring that budgeting is appropriate in line with the people's needs.

Respondent "A" noted;

"Workplace environment directly impacts how we perform. I will give an example: if the places of convenience were not clean, people would get inconvenienced staying here when they know that the issue will disorganize them."

Respondent "B" added,

"...performance of the local government does not just come like that; there are several factors that help us achieve all we can achieve in terms of service delivery, and such factors include the resources, the equipment, and the policies. Therefore, the environment within which we work directly

impacts what we can achieve. If the environment is not good, the results are negatively affected."

Respondent "C" indicates that,

"work environment directly impacts on performance because if you have nowhere to sit in perms of office space, you cannot be accessed for attending to people who require services, if there are no policies and guidelines, that would be chaos, if there are no values that people believe in, there would be no standards, therefore, work is done because the environment supports it. The only challenge is that some government workers, the technical people, have a negative attitude towards work, and some do not respect supervisors."

Respondent "D" noted,

"...all factors under the work environment cannot be highlighted in this discussion, but of course, the work environment is very key if an organization is to perform and achieve targets. Issues like structure that defines the reporting channel, culture that defines how work is done, the physical factors that support the discharge of duties are all very key in realizing work results."

On how Sheema District could improve on its performance, key informants generally noted that there is need for regular review of policies, there is need for increased funding for welfare, there is need for review of salaries and allowances, there is need continues supply of equipment ranging from computers, vehicles and other office supplies to facilitate the performance of duties and delivery of services.

Correlation analysis

Table 9: Correlation Matrix

Variables	1	2	3	4
Organizational Culture	.255**	1		
Organizational Performance	.758**	.425**	.669*	1

***. Correlation is significant at the 0.01 level (2-tailed).*
*. Correlation is significant at the 0.05 level (2-tailed).
Source: Field data 2025

The effect of organizational culture and organizational performance

Table 9 revealed that there is an association and, actually, an effect of organizational culture on organizational performance. The correlational analysis indicated a significant positive relationship between organizational culture and organizational performance among local governments in western Uganda, as shown by (r =.425*, P≤.05). This is an indication that organizational culture impact on organizational performance.

Regression analysis

Table 10: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	. 627[a]	.393	.388	.271
a. Predictors: (Constant), Work environment				

The correlation coefficient based on the predictor variable workplace environment (r =.627), gives an R Square of .393 and the adjusted R square of .388. This is an indication that the workplace environment contributes to variations of organizational performance by about 38% based on the

target population, which is the Sheema District Local Government. The remaining percentage of variation can be explained by other factors other than the workplace environment. Therefore, the workplace environment variable is a predictor of organizational performance among

local governments in the context of Western Uganda. This generally means that variations in workplace environment have a positive relationship and hence an effect on organizational performance.

Discussion

On the effect of organizational culture on organizational performance among local governments in western Uganda, this study sought to find out if culture impacted organizational performance. The findings from the study area, looking at the descriptive statistics, depicted a picture that there are policies that depict a culture that is generally known by employees in local governments. In addition, from the correlation that was ran to test the relationship between the variables – organizational culture and organizational performance, it showed a positive and significant relationship of (r = .425*, p=.05). From qualitative analyses and findings, it was also noted and confirmed that local governments follow and maintain a culture that is provided by policies and guidelines mainly the public service standing orders, the local government Act, among others. The study, in general, therefore confirmed from both quantitative and qualitative findings that the organization's culture directly impacts its performance.

These findings on organizational culture and performance are not in isolation. There is wide research that confirms the findings of this study, as can be discussed below.

For instance, a study by Ghumiem et. al. (2023), on corporate culture and how it impacted organizational performance, showed that indeed culture influenced performance. The study's outcome evidenced a significant positive impact of culture on corporate performance; this effect was more significant for administrative employees than for technical employees. Further research shows that a strong corporate culture can help team members achieve goals by adhering to shared communication guidelines and discovering personal fulfillment in their work. In fact, an analysis of an organization's organizational citizenship can predict factors such as employee loyalty, work satisfaction, and the likelihood of a general organizational reform that improves quality (Chalmers, 2023). The report goes on to stress that managers can apply motivational strategies that affect employee behavior by using corporate culture as a framework. Businesses with strong organizational cultures are better able to improve performance through active member participation.

Research by AlShehhi et. al. (2021) is also consistent with the findings of this study. The study investigated the relationship between organizational culture and the performance of organizations in the United Arab Emirates (UAE). A study on the relationship between organizational culture and organizational performance in the context of public universities in Kenya was conducted by Mise (2008). In the study findings, the Pearson moment correlation indicated that there was a strong positive and significant correlation between organizational culture and organizational performance (r=.804, p<.05). The study findings indicate a positive and significant relationship between aligning organizational culture and the performance of state corporations in Kenya. The F statistic for aligning organizational culture was statistically significant, implying that aligning organizational culture statistically influenced the performance of state corporations.

The performance of an organization is greatly impacted by its culture. Employee morale, output, and eventually financial success can all be increased by a strong, positive culture. Conversely, even with gifted people, performance can be hampered by a weak or unfavorable culture. The link is intricate and multidimensional, with organizational culture impacting employee behavior, creativity, and decision-making, among other areas (Er Rhaimini & Charaf, 2022).

As they have attempted to comprehend various people worldwide, many writers and anthropologists have long focused their attention on culture. But lately, they have discovered a connection between organizational culture, human behavior, and business performance (Warrick, 2017). Norms are a key factor in determining behavior, and they help shape organizational culture and hence performance.

This is a confirmation of the findings on organizational culture and how it impacts organizational performance. The findings of this study are not redundant as they are supported by several scholars and their findings, as has been shown in the discussion section above.

Conclusions

There is an association and, actually, an effect of organizational culture on organizational performance. There is a significant positive relationship between organizational culture and organizational performance among local governments in western Uganda, as shown by (r =.425*, P≤.05).

Recommendations

The organizational culture should not only be limited to the national policies, but the cultural practices of a given local government can be made in the form of local policies and regularly communicated to the stakeholders.

Acknowledgement

List of acronyms

SPSS – Statistical Package for Social Sciences

CVI – Content Validity Index
REC – Research Ethics Committee
BSU – Bishop Stuart University

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The study was not funded

Conflict of interest
The author did not declare any conflict of interest

Data availability
Data is available upon request

Author contribution
Enid Akankunda collected data and drafted the manuscript of the study
Dr.Anthony Mpairwe (Phd) supervised the study
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