

Psychological wellbeing, Employee Job Satisfaction and Job Performance among the Non  
Academic Staff of Makerere University

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Requirements for the Award of a Bachelors' of Industrial & Organizational Psychology Degree  
of Makerere University.

**November, 2022**

## Declaration

I, ISABIRYE IVAN NICHOLAS, hereby declare that this is my original copy of the research dissertation made out of my own effort and has never been submitted to any other institution of higher learning for any award.

Signature:  .....

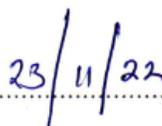
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## Approval

I certify that this research dissertation of ISABIRYE IVAN NICHOLAS has been approved as having met the basic requirements for the degree of Industrial and Organisational psychology

Sign: .....

Date: .....

Dr. Magala Dan

(Supervisor)

## Dedication

I dedicate this report to my Parents, and my Supervisor, Dr. Magala Dan; it is their continuous encouragement, moral and spiritual support that kept me focused.

## **Acknowledgement**

I would like to extend my appreciation and gratitude to the Almighty God for giving me courage and wisdom to carry on and finish this dissertation. In addition, I would like to extend my warm appreciation and special thanks to my supervisor Mr. Magala Dan for his vital support and guidance that made it possible for me to achieve my goal.

He always endeavored to help me at every point which made my dissertation writing a success

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## **Abstract**

The purpose of this study was to investigate the relationship between Psychological wellbeing, Employee Job satisfaction and Job performance. The study was intended to achieve objectives: To examine the relationship between Psychological wellbeing and Job satisfaction , to determine the relationship between Psychological wellbeing and Job performance and to examine the relationship between Job satisfaction and Job performance.

The study was using sample of 126 respondents who were adopted using sampling technique. Data was collected using self-administered questionnaires and later analyzed using SPSS (Statistical Package for Social Scientists) version 20.0. The findings show that psychological wellbeing and job satisfaction are positively and insignificantly related ( $P=0.03$ ,  $r= 0.281$ ) furthermore findings show that psychological wellbeing and Job performance are positively and insignificantly related ( $P=0.05$ ,  $r= 0.371$  ). Also findings show that Job satisfaction and Job performance are positively and insignificantly related ( $P= 0.06$ ,  $r=0.531$ ). Therefore it was recommended for employers to provide good working conditions as they directly affect the psychological wellbeing and performance levels of employees.

## **Chapter One**

### **Introduction**

#### **Background**

Successful organizations are aware that employee Job satisfaction, Psychological well-being and job performance are crucial and others have began to realize that employees are their most valuable asset (Millar et al., 2017). Psychological well-being is a core feature of mental health, and according to Yi- Yuan Tang, 2019 may be defined as including hedonic (enjoyment, pleasure) and eudaimonic (meaning, fulfillment) happiness, as well as resilience (coping, emotion regulation, healthy problem solving). This is a measure of workers contentedness with their job, whether they like the Job or individual aspects or facets of jobs such as nature of work or supervision.

Job satisfaction can be measured in cognitive, affective and behavioral components (Dessler, 2011). Job Performance is defined as the extent to which a particular employee effectively fulfills the incorporated components of the expected Organizational responsibilities (Aguinis, 2019). The Job Performance of an employee can be identified through service achievement, with regard to anticipated quality and amount of each employee.

The study examined the roles of the organization individuals in employee satisfaction. Job performance, another key success factor for organizations will also be examined. The link employee satisfaction and performance findings will be illuminated and related examples of what can be done to improve both variables will be provided.

The research was carried out to examine what contributes to a satisfied employee satisfaction examining a number of factors such as effective communication, job fit and clear objectives (A. Raziq, 2015). Fostering psychological wellbeing is so advantageous to the organisation (YM Kundi, 2021). Psychological wellbeing can include factors like Relationships at the workplace, Personal growth and development an also autonomy of the employee to exercise their creativity, talent and decision making skills (Danica Bakotic, 2016).

Job performance can be defined as individual behaviour-something that people do and can be observed-that generates value for the organisation and contributes to the organization's goals

(Campbell & Wiernik, 2015). Higher job satisfaction is also linked to performance. Those employees who feel happy and content in their roles are more likely to approach the tasks that they need to carry out with enthusiasm and dedication (Lopez- Cabarcos, 2022). Also, employees who are in a good mental state are most likely to have a high Job performance (Bilal Cankir, SafiyeSahin 2018).

Mohezar et al., (2021) attributed motivation, anxiety and stress as the psychological factors that may influence the employee job performance. Besides, also working environment factors like limited office space, inadequate office furniture, insufficient ventilation, noise and lighting are have significant effects on an employee's attitude which ultimately influence their Job performance.

Researcher Prakash Nagarajan (2022) attributed employee benefits, Peer Network, Career advancement, Job role, work flexibility and training as factors that influence Employee Job Satisfaction at the workplace. Mohezar et al., (2021) state that motivation, anxiety and stress are the psychological factors that may influence the employee job performance. Besides working environment factors lighting, inadequate office furniture, insufficient ventilation and inadequate security measures, communication and noise are said to have significant effects on an employee's attitude which may ultimately influence their job performance.

The study will dissect the roles of individuals and the organisation in employee satisfaction. Job performance, another important aspect for organisations will also be examined. The research will focus on the impact of psychological well-being and Job satisfaction on Job performance (Jena et al., 2018). Employees in a stable Psychological state will be fully engaged in their duties and will be determined to help achieve the Organisational goals thus enhancing their performance levels (RevenioJalagat Jr. 2016).

## **Problem**

Mental health and wellbeing are on a decline at workplaces and there is limited research to sensitize the general public and employers (Seuring, 2017). Despite evidence of how Employee dissatisfaction can be, there is not enough empirical data to dissect and analyze the issue as it hinders Job performance at the workplace.

Therefore, more empirical data are needed so as professionals can better understand Psychological well-being and use what they learn about the topic to develop managerial alternatives and strategies

to foster Employee job satisfaction which can promote better performance from employees. Thus this research is a call to action for employers and supervisors and every level at the workplace to provide practical guidance on how to address the barriers towards the quality and productivity of labour.

### **Purpose**

To examine the relationship between Employee Psychological wellbeing, Job satisfaction and Job performance.

### **Objectives**

1. To examine the relationship between Employee Psychological well-being and Job satisfaction.
2. To determine the relationship between Job Satisfaction and Job performance.
3. To examine the relationship between Psychological well-being and Job performance.

### **Scope of the study**

#### **Geographical scope**

This study was carried out in Makerere University, Kampala Uganda. This location was selected because it was near, convenient and suitable for the study.

#### **Contextual Scope**

The study was about Psychological wellbeing, Employee job satisfaction and performance among non-academic staff of Makerere University.

#### **Significances of the study**

This study is meant to help the leaders of Makerere University to find out about Psychological wellbeing, Job satisfaction and the relationship to non-academic staff performance. It will also help them to find out how to overcome this and improve performance among the non-academic staff. This will also help other scholars in their related studies.

## Contextual Framework

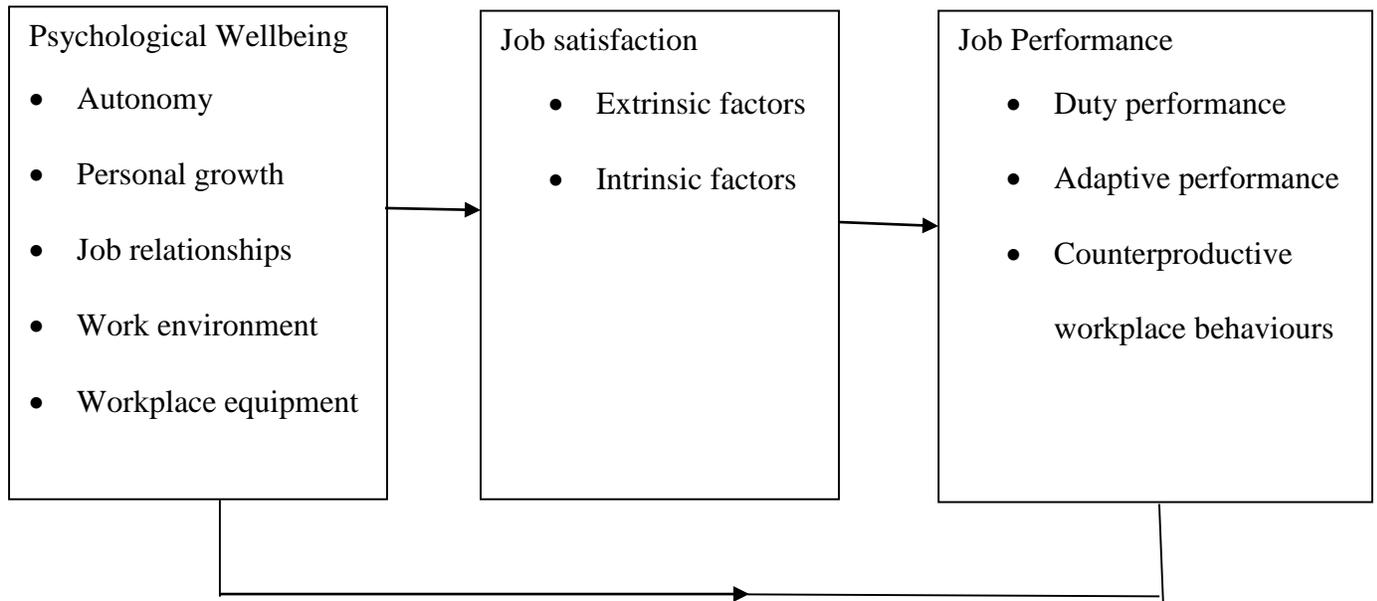


Figure 1: A conceptual framework showing the relationship between psychological wellbeing, job satisfaction and job performance.

Figure one: Shows the conceptual framework that highlights the relationship between the variables of the study. It shows psychological well-being and Job satisfaction as the independent variables while job performance is the dependent variable. When the psychological wellbeing of an employee is low, this is going to affect their engagement and overall satisfaction in whatever he/she does while at work because they will be disengaged and their attitude towards work is negative therefore in a long run, it can affect their Job performance. However, disturbed psychological wellbeing can directly affect Job performance of a worker.

## **Chapter Two**

### **Literature Review**

#### **Introduction**

The literature review examined the relationship between Psychological wellbeing, Job satisfaction and Job performance.

#### **Psychological wellbeing and Job satisfaction**

Over the past decades, many studies have investigated the relationship between psychological wellbeing and Job satisfaction (Michalos, 2017). People with higher psychological wellbeing are more likely to live healthier, enjoy a better quality of life and overall fewer social problems (Tony Case, 2022).

Job Satisfaction goes beyond employee daily duties and includes to cover satisfaction with team members/manager, satisfaction with organisational policies and the impact of their job on employees personal lives (D. Youmbi, 2022). Job satisfaction varies from employee to employee. Even in the same workplace under the same conditions, the factors that help one employee to feel good about their job may not apply to another employee (Anwar J et al., 2016).

Several studies have been carried out explaining the correlation between Psychological wellbeing and Job satisfaction. One study in Turkey researched on a group of employees 348 in total. It had 107 female employees and 241 males between 21 to 64 years old. Psychological well-being scale, Job satisfaction and Personal information form were used as data collection tools in the research. The results showed that a positive mid-level relationship was proved between psychological well-being levels and job satisfaction levels of the employees. In terms of

occupational areas and income levels, a significant differentiation was observed between psychological well-being and job satisfaction scores of the employees. Finally, no significant difference was determined between psychological well-being and job satisfaction levels of the employees.

The concept of full engagement suggests that both commitment and employees well-being is likely to provide beneficial outcomes for individual as well as organisation. Nazir & Islam (2020) have conducted study over 10,000 people across 12 different organisations and the result showed that the inclusion of psychological well-being enhanced various outcomes such as productivity. In different studies, it is evident that people with higher level of psychological well-being are healthier, have happy lives and live longer. Additionally, job and personal resources independently or together predict work satisfaction and have impact on the psychological well-being (Nachonga et al., 2019).

### **Psychological well-being and Job performance**

Job Performance is very important and employees displaying high job performance are fundamental in maintaining quality service delivery (Diamantidis, 2019). There have been numerous studies for determination of variables interacting with job performance (Islami et al, 2018).

A sample was gathered from employees working in cellular companies of Pakistan using paper and pencil surveys. A total of 280 responses were received. Hypothesis were tested using structural equation modeling technique and Hayes's Model 1. Findings suggested that affective commitment mediates the association between psychological well-being (hedonic and eudemonic) and employee Job performance. In addition, perceived job insecurity buffers the association of psychological well-being affective commitment.

There are studies explaining the correlation between psychological well-being and Job performance. A study on 347 employees of the service industry, it was determined that there was a significant and positive correlation between psychological wellbeing and performance (Manzano-Garcia & Ayala, 2017). It is assumed that psychological wellbeing will foster work engagement and will increase Job performance in the process (Tesil et al., 2019).

Work overload and stressful events caused by the work environment may physically and emotionally exhaust and employee which hinders their performance (Akmal Khudaykulov et al., 2020). Further study was carried out based on self-assessment of 84 employee's psychological wellbeing and the evaluation by their superiors of their job performance from 17 Information Technology companies. The study validated that higher psychological wellbeing is useful for the increased employee Job performance in the organisations (A Usman, 2017).

Studies reveal that there have been two main methods for researching the relationship between the psychological wellbeing and employee job performance (Usman, 2017). One method was to explore the direct role of psychological wellbeing in employee job performance and this contains work happiness, experience of positive effects and negatively affects state job related wellbeing (Ajayi, 2018).

Another study (Yasir Mansoor Kundi et al., 2020) suggests that fostering psychological wellbeing may be advantageous for the organisation. However, if interventions aimed at ensuring job security are not made, it may result in adverse employee work related attitudes and behaviours which may hinder their performance. Following the same line of argument (Usman, 2017) suggests there is necessity to measure the psychological wellbeing effect upon employee job performance among organisations. As to the above literature, there is an inadequate amount of studies that have

been conducted to address this gap between psychological wellbeing and job performance among workers (Obrenovic et al., 2020)

### **Job Satisfaction and Job Performance**

High job satisfaction was also linked to performance, which in turn was linked to work productivity according to various studies (Toracco et al., 2016). A satisfied workforce will create a pleasant atmosphere within the organisation to perform well (Pushpakumari, 2008). Hence job satisfaction has become a major topic for research studies. How satisfied an employee is with his or her job also depends on their values and motives (SzymonDziuba et al., 2020). Therefore organisations need to understand that employees have their own requirements and personal wishes that need to be considered. This will determine if the employee feels positive or negative about the organisation (RevenioJalagatJr, 2016). There is a strong connection between being satisfied at their job and their performance. Job satisfaction factors are grouped into intrinsic and extrinsic factors. Earlier literature is evident that the two factors play a huge role in employee job satisfaction and performance (Kuvaas et al. 2017)

Intrinsic job satisfaction was derived from the factors such as the responsibility, self directiveness, skill development and observed accomplishment associated with doing the work. (Danica Bakotic, 2016). Extrinsic job satisfaction was determined by external factors that influence an individual's satisfaction. Examples include reward systems, performance evaluations and training and development incentives.

Studies suggests that Job satisfaction and performance are mutually exclusive goals for an organisation (Yesim Avunduk, 2021). It was evident that job satisfaction leads to better performance for example, when an employee is happy, they tend to have higher levels of

motivation to work hard at their jobs (Yang et al., 2014). Employees may feel a sense of gratitude, and they may decide to give back by offering superior performance. Researchers suggest that when employees are dissatisfied, that means one or more of their needs requires attention. Therefore freeing their mental and physical faculties at work enables them to focus on the tasks at hand.

Many Researchers also suggest that the two variables have an opposite relationship that is Job performance determines job satisfaction and not the other way round. According to Research (Yildiz et al., 2014) when people do well at work, they tend to be happier with their jobs. For example, when an employee attains public recognition or prestige due to their outstanding performance, their confidence is raised which will make them satisfied and happy to do even more challenging work (Ay &Keles, 2017).An employee's excellent performance in one task can lead to an increase in general satisfaction (Safiye Sahin et al., 2022). As employees become happier with their work, they tend to put in more effort to succeed again. Hence, feeling fulfilled with your job puts you in a position for future success in later endeavors.

Research was carried out to determine the relationship between Job satisfaction and Job performance within the Turkish sports industry. The sample study consisted of 423 people(317males and 106 females). The results of the analysis determined that individuals did not differ according to their gender in both their satisfaction levels and their job performance, when put under similar environmental factors like work facilities and resources. Organisations have to be resilient to survive against developing technology, changes and increasing competition (Karaman et al., 2020). Organisations should utilize the limited resources at their disposal to foster their Employees job performance (Cakir&Gozoglu, 2019).

Job satisfaction will affect a workers effort, arguing that increased satisfaction from performance helps to increase expectations of performance leading to rewards. The type of

rewarding system under which workers perform strongly influence the satisfaction-performance relationship (AB Ertekin, 2021). Training and information influence the job satisfaction of employees as well as their autonomy, knowledge and judgment in the exercise of their duties and functions (Ouedraogo Leclerc 2013).

### **Hypothesis of the study**

1. There is a significant relationship between psychological wellbeing and job performance.
2. Psychological wellbeing is significantly related to job satisfaction.
3. Job satisfaction significantly influences Job performance.

### **Conclusion**

In conclusion, the psychological wellbeing of employees greatly affect their Job satisfaction and performance levels at the workplace.

## **Chapter Three**

### **Methodology**

#### **Introduction**

In this chapter, the methodology, research design, the sample, instruments, population was mentioned.

#### **Research Design**

A correlation research design was applied in the study so as to establish the relationship that existed between psychological wellbeing, Job satisfaction and Job performance among the non-academic staff of Makerere University. Correlation is a measure used to determine whether the independent and outcome variables are statistically independent of each other and if not determine the magnitude of the relationship. (Yung and Huang, 2008). Correlation was used because it is evidence of calculation and it allows one to make cause and effect statement, gives basis of a coefficient of determination for it tells the proportion of variance the variables have in common. However, it can give a strong relationship but with low correlations. There was abroad sampling of employees of different ages, marital status and tenure.

#### **Population**

A population of 126 nonacademic staff of Makerere University from which the sample was taken.

#### **Sample**

100 non academic staff representatives of the total population that were studied.

## **Measuring Instruments**

### **Questionnaires**

Self-administered questionnaires were designed from the constructs defined above. The questionnaire was to measure Psychological wellbeing, Job satisfaction and job performance among the non-academic staff of Makerere University. The development of the questionnaire was to include; a 12 item psychological wellbeing scale which measured the psychological wellbeing of non-academic staff. A 13 item scale measured Job satisfaction among non-academic staff. A 13 item scale was to measure the performance of the non-academic staff. These variables were measured among a five-point Likert scale where 1= Strongly agree, 2- Agree, 3= Not sure 4=Disagree, 5= Strongly disagree. Another Likert scale was 1= Excellent, 2= Very good, 3= Satisfactory, 4= Fair, 5= Dissatisfactory. The questionnaire was structured into four sections which required respondents to indicate the degree of agreement with each statement by ticking one of the five alternatives. Section A required respondents to fill information about them, that is personal data. Section B required respondents to answer questions on Psychological wellbeing, Section C which included items on Job satisfaction and Section D which included items on Academic performance.

The questionnaires measure information about the respondent, information about the respondent's organisation, information about their psychological wellbeing while at the workplace, their level of satisfaction with their work conditions at the organisation and how it impacts their performance in their duties, and also including strategies and programs that respondents would like to be introduced in the organisation.

## **Procedures**

Receiving an introduction letter from my Supervisor to be offered to Makerere University.

Preparing the questionnaires related to the topic of study.

Providing each questionnaire to each non academic staff in the sample at Makerere University.

Collecting the questionnaires and analyzing them

Corrections on the research dissertation

*Confidentiality and privacy of the information will be assured.*

## **Quality Control Assurance**

The researcher ensured validity and reliability of the measuring instruments. The reliability of the questionnaire was established by carrying out a pilot study. The pilot study was carried out in Makerere University comprising of 126 non academic staff respondents. This was to enable the researcher to ensure that the questions are prompting the type of response he expects. Validity was established by bringing in experts in the area of study in order to check or provide guidance on the data collection tools.

## **Data Management and Analysis**

The SPSS statistical package for social sciences was used handling and presenting the data through data organisation and the data was analyzed through statistical procedures for example descriptive statistics like mean, difference between means, standard deviation or variance, difference between standard deviation or variances, frequencies and either parameters like Pearson and difference in Pearson is for the same variables in two groups, ANOVA as well as the T-test was also used.

**Limitations**

Weather limitations which includes very sunny days, heavy rains. Respondents are likely to be busy doing duties assigned to them or may not be a good state of mind to respond.

Some respondents may fail to cooperate due to having a negative attitude towards the questionnaires provided by the researcher while others might not provide genuine answers to items provided in the questionnaires.

Some respondents may misplace their questionnaires hence leading to reprinting them which is costly while other respondents may delay returning the questionnaires which will lead to time consumption in the study.

**Recommendations**

Talking to the respondents to be lenient with the studies.

Interacting with respondents during their breaks for example lunch breaks.

## Chapter Four

### Results and Interpretation

#### Introduction

This chapter consists of results and interpretation of the findings in line with the objectives and hypothesis, data is represented in the form of frequencies and percentages followed by correlations between psychological wellbeing, employee satisfaction and Job performance.

#### Descriptive statistics

In this section, the respondents' personal data results are presented in form of frequencies and percentages as shown in the tables below;

**Table 1: Personal data for respondents**

Variable	Response	Frequency (N)	Percentage (%)
Gender	Male	69	55.0
	Female	57	45.0
Age	18-29	29	23.0
	30-39	50	40.0
	40-49 years	27	21.0
	50 years and above	20	16.0
Level of education	Masters	6	5.0
	Bachelor`s	28	21.0
	Certificate	62	50.0
	Other qualifications	30	24.0
Marital status	Single	41	33.0
	Married	72	57.0
	Divorce	13	10.0
Tenure	Less than 5 years	26	21.0
	5-10 years	44	35.0
	10 years and above	56	44.0

Variables included: Gender, Age, level of education, marital status and tenure.

Results in table 1 show that majority of the respondents were male (55%). This shows that there is gender inequality in the organization but the gender gap is steadily closing down. Furthermore, results in table 1 show that the majority of respondents were between 30-39 years (40%) implying that the organization is committed to offering opportunities to the relatively mature vibrant qualified individuals. In addition, results in table 1 also show that the majority of the respondents were Certificate holders (50%), implying an effort to recruit at least degree holders. Results in table also show that majority of the respondents were married (57%) implying that this organization highly values marriage because such comes with responsibility and commitment and it is because married people are not likely to be looking for jobs here and there like their single counterparts. Lastly, majority of employees had worked at the organisation for a period of 10 and above years (44%) implying that they had a moderate tenure.

**Table 2: Responses to Psychological wellbeing scale**

S/N	Items	Response(%)				
		Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
1.	I am good at finding words to describe my feelings	3	6	11	60	20
2.	I criticize myself for having irrational or inappropriate emotions	5	16	27	51	1
3.	When I do things, my mind wanders and am easily distracted	8	40	22	17	13
4.	I make judgments about whether my thoughts are good or bad	0.0	5	13	63	19
5.	I pay attention to sounds, such as clock ticking, birds chirping or cars passing	20	51	17	9	3
6.	In difficult situations I pause without immediately reacting	8	13	26	48	5
7.	When I have distressing thoughts or images, I feel calm soon after	4	10	19	51	16
8.	I tell myself I shouldn't be thinking the way I'm thinking	23	38	27	9	3
9.	I notice how foods affect my thoughts, bodily sensations and emotions	4	10	12	61	13
10.	I find myself doing things without paying attention	8	46	21	10	15
11.	I notice smells and aromas of things	0.0	13	22	54	11
12.	I am easily distracted	5	48	28	16	3

According to the results in table 2, most of the respondents can easily articulate their feelings in words (60%). Also they could make sound judgments whether their thoughts are either good or bad (63%) implying that they had a stable state of psychological wellbeing. Additionally, majority of the respondents could notice how food affected their thoughts, emotions and bodily sensations (61%). Overall, the respondents relatively had a high level of psychological wellbeing and self-awareness.

**Table 3: Responses to Job satisfaction Scale**

S/N	Items	Percentage of Responses (%)				
		Excellent	Very good	Satisfactory	Fair	Dissatisfactory
1.	Respect for individuals.	3	17	68	13	1
2.	Providing training necessary to do your job	12	62	24	2	0.0
3.	Providing the tools necessary to do your job	10	27	60	5	0.0
4.	Providing support resources necessary to do your job	20	56	13	9	4
5.	Providing a safe workplace	18	67	12	3	0.0
6.	Providing career opportunities	9	53	30	7	1
7.	Open communication	11	60	17	8	4
8.	Promoting innovation	15	53	24	6	2
9.	Promoting and applying quality	13	70	12	5	0.0
10.	Acts effectively as a leader/trainer/coach	8	65	19	5	3
11.	Encourages creativity and teamwork in problem-solving	7	60	28	3	2
12.	Ensures that his/her instructions are clear, understandable and complete uses interactive skills	13	22	55	7	3

13.	Treats all subordinates fairly, displays understanding ,patience and respect for the dignity and worth of everyone	11	52	29	10	0.0
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According to the results in table 2, most of the respondents are satisfied with the career opportunities at the organisation (53%) as well as the support resources they need to effectively do their work (56%) implying that they felt motivated. Additionally, majority of the respondents seek to cooperate with their fellow coworkers in teamwork and creativity (60%). They also felt that the work place was generally safe (67%). Overall, the respondents were mostly satisfied with the non-monetary things offered by management, implying that these employees have more intrinsic motivation than extrinsic motivation

**Table 4:** Responses to Job Performance Scale

S/N	Items	Percentage of Responses (%)				
		Strongly disagree	Disagree	Not sure	Agree	Strongly agree
1.	The management of this organisation is supportive of me	0	3	9	65	23
2.	I receive the right amount of guidance from my direct supervisor	0	12	19	57	12
3.	I am provided with all trainings necessary for me to perform my job	6	13	15	61	5
4.	I have learnt many new jobs skills in this position	0	7	21	70	2
5.	I feel encouraged to offer suggestions	1	12	27	55	5
6.	The management makes changes based on my suggestions and feedback	2	25	20	51	2
7.	I am appropriately recognized when I perform well at my regular work duties	1	15	19	60	5
8.	My Job roles in the organisation are aligned with my skills	0	9	13	68	10
9.	I am satisfied with my chances for promotion	11	15	19	51	4
10.	I have adequate opportunities to develop my professional skills	1	20	28	48	3
11.	I have an accurate written job description	5	15	20	51	9
12.	The amount of work I am expected to finish each week is reasonable	3	18	13	55	11

13.	My work assignments are clear	2	8	28	52	10
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According to the results in table 4, majority of respondents claim they are appropriately recognized when they perform well at work (60%) which motivates them to perform even better, similarly majority also claim that the managements is supportive(65%) which promotes the Employee-employer relationship. Majority of the respondents believe that the organisation provides them with adequate job trainings (61%) which equips them with skills to exceptionally perform their duties well. Also (66%) responded that their Job roles corresponded with their skills which promotes transparency easier task completion and lastly, most of the respondents have reasonable work to complete each week (55%) implying they are not over worked and fatigued.

### **Inferential statistics**

The table below presents Pearson's Product Moment Correlation Coefficient of the relationship between psychological wellbeing and employee satisfaction.

**Table 5: Correlation of Psychological wellbeing and Employee Job satisfaction**

		Employee	Job
		Psychological wellbeing satisfaction	
Psychological wellbeing	Pearson Correlation	1	.281
	Sig. (2-tailed)		.003
	N	126	126
Employee Satisfaction	Job Pearson Correlation	.281	1
	Sig. (2-tailed)	.003	
	N	126	126

\*\* Correlation is significant at the 0.01 level (2-tailed).

The first hypothesis stated that psychological wellbeing is significantly related to employee Job satisfaction. Findings in table 5 show that there is a statistically significant positive correlation of psychological wellbeing scores with employee Job satisfaction scores ( $r=0.281$ ,  $p<0.03$ ). Since  $p$  value is below 0.001, this implies that employees who are in a good psychological state of mind have a significantly strong reputation of being satisfied throughout the organizational endeavors. The hypothesis is retained and it is concluded that there is a significant positive relationship between psychological wellbeing and employee Job satisfaction. This implies that, as levels of psychological wellbeing improve, employee's Job satisfaction levels relatively increase. On the other hand, as levels of psychological wellbeing deteriorate reduce, employee's Job satisfaction levels relatively decrease.

**Table 6: Correlation of psychological wellbeing and Job Performance**

		Psychological wellbeing	Job Performance
Psychological wellbeing	Pearson Correlation	1	.371
	Sig. (2-tailed)		.005
	N	126	126
Job Performance	Pearson Correlation	.371	1
	Sig. (2-tailed)	.005	
	N	126	126

\*\* . Correlation is significant at the 0.01 level (2-tailed)

The second hypothesis stated that psychological wellbeing is significantly related to job performance. Results in table 6 show that there is a statistically significant positive correlation of motivation with job performance ( $r=0.371$ ,  $p<0.05$ ). This implies that as psychological wellbeing improves, job performance scores also increase and so, employees who are in a good psychological state have a relatively higher levels of job performance. Since the  $P$  value is lower in magnitude than the level of significance, we retain the hypothesis and conclude that psychological wellbeing and job performance are significantly positively related. This implies that as psychological wellbeing improves, performance of employees at work relatively increases. Similarly, it may imply that, when psychological wellbeing among employees deteriorates, their performance at work relatively reduces.

**Table 7: Correlation between Job Satisfaction and Job Performance**

		Job satisfaction	Job Performance
Job Satisfaction	Pearson Correlation	1	.531
	Sig. (2-tailed)		.006
	N	126	126
Job Performance	Pearson Correlation	.531	1
	Sig. (2-tailed)	.006	
	N	126	126

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The third hypothesis stated that Employee job satisfaction is significantly related to Job performance. Findings in table 7 show that there is a statistically significant positive correlation of employee job satisfaction with job performance ( $r=0.531$ ,  $p<0.06$ ). This implies that as employee job satisfaction scores increase, job performance scores also increase and so, employees who are contented with their work environment have a relatively superior status of job performance. Since the  $P$  value is lower in magnitude than the level of significance, the hypothesis is retained and it is concluded that there is a significant positive relationship between employee job satisfaction and job performance. This implies that when employees are more satisfied with their work environment and conditions, their performance on tasks done in the organization will increase. However, if employee's level of satisfaction within the organization decreases, performance in form of productivity and effectiveness will also reduce.

**Table 8: Multiple Regression Analysis for Psychological wellbeing, Employee Job satisfaction and Job performance among Non-Academic Staff of Makerere University.**

Independent variable	Unstandardized coefficients		Standardized coefficients	T	Sig.	R square	Adjusted R square	F	Sig.
	B	Std. error							
(Constant)	35.08	5.63		5.80	.00	.358	.386	22.839	.00 <sup>a</sup>
Psychological wellbeing	-.059	.130	-.042	-.362	.061				
Employee Job satisfaction	.571	.082	.610	5.76	.000				
a. Dependent Variable: Overall Job performance									

The results from table 8 indicate that 38.6% of the variation in the staff job performance could be attributed to independent attributes of psychological wellbeing levels ( $p=0.001$ , Beta = 0.42,  $t=0.362$ ) and to overall Employee job satisfaction ( $p=0.00$ , Beta = 0.61,  $t= 5.76$ ). Both psychological wellbeing levels and employee job satisfaction were statistically significant predictions of job performance meaning that generally, staff who are in a stable psychological state and who are well satisfied with the environment and conditions of the organization are more likely to perform well at their place of work.

## **Chapter Five**

### **Discussion, Conclusion and Recommendation**

#### **Discussion**

Under this section, the relationship between Psychological wellbeing, Job satisfaction and Job performance was discussed as seen below:

#### **Relationship between Psychological wellbeing and Employee job satisfaction**

The study findings are supported by Nachonga et al., (2019) studies which noted that people with higher level of psychological wellbeing are healthier, have happy lives and live longer and are particularly satisfied with their duties at work.

Similar results were also reported by the Global Journal of Flexible Systems Management report (2022), which noted that employees who desired personal growth and development were normally satisfied with their job roles. Similar results were also reported by Guido Alessandri et.al, (2016) and the Organisational justice and work outcomes in the Kurdistan Region of Iraq report (2018).

The findings are in agreement with Ian Edwards et al., (2020) who also found out that employees with psychological wellbeing tendencies of positive emotions and feelings of happiness were mostly satisfied with their working conditions. Similar to the findings by I Robertson and J Lohmann (2019), Psychological wellbeing is divided into Hedonic which comprises of affective and cognitive components as well as Eudaimonic which comprises of the purposeful aspects of

Psychological wellbeing all of which hugely influence the satisfaction of employees at the workplace.

The findings are consistent with Jena et al., (2020) and Nazir et al., (2020) which confirmed a positive relationship between a stable psychological state of workers which promotes job engagement and its beneficial outcomes towards the performance levels of employees.

### **Relationship between Psychological wellbeing and Employee job performance**

The study findings are in agreement with studies carried out by Yuan Tang et al., (2020). Which found Psychological wellbeing to be a core feature of employees' mental health which can either promote or hinder their Job performance. Similar to the findings by Islami et al., (2018) the study also showed that psychological wellbeing will foster work engagement and will increase Job performance in the process (Tesil et al., 2019). One method was to explore the direct role of psychological wellbeing in employee job performance and this contains work happiness, experience of positive effects and negatively affects state job related wellbeing (Ajayi, 2018).

In another study, Yasir Mansoor Kundi et al., (2020) also found that fostering workers concerns like job security can promote their psychological wellbeing which is advantageous for the Organization's overall performance and when such issues are not addressed, it may result in adverse employee work related attitudes and behaviours which may hinder their performance.

The findings are in agreement with D Bakotic et.al, (2016) and KY Lam et.al. (2020) employees in a good psychological wellbeing are most likely to be engaged in work activities and thus their performance levels are high. Further study by YM Kundi et al., (2020) supports the findings which maintain a positive relation concerning psychological wellbeing and job performance. Similar results were also obtained by Bilal Cankir et al.,(2020) whose analysis showed that psychological wellbeing of employees impacted their job performance.

Similar to the findings by Lopez- Cabarcos (2022), the study also showed that employees who are in a good mental state and feel contented in their roles are more likely to approach the tasks that they need to carry out with enthusiasm and dedication which results in high Job performance.

The findings are in agreement with (A Usman, 2017) who carried out a study based on self-assessment of 84 employee's psychological wellbeing and the evaluation by their superiors of their job performance from 17 Information Technology companies. The study validated that higher psychological wellbeing is useful for the increased employee Job performance in the organisations.

### **Relationship between Employee job satisfaction and job performance**

The results collaborate with studies by Ian Edwards et.al, (2020) which maintained that a satisfied workforce will create a pleasant atmosphere within the organisation to perform well. Similar results were also reported by (A Raziq et al.,2015 and D Yoon et.al.,2020) which maintain that organisations have to satisfy the needs of employees in order to improve job commitment and performance.

The research findings are also supported by a report from (Kuvaas et al. 2017) who grouped job satisfaction factors into intrinsic factors which involve the kind of work and tasks for a job and extrinsic factors which involve working conditions as having a significant impact on job performance

The findings are in agreement with (D Yoon et al., and Yesim Avunduk et al 2021) who also found that Job satisfaction and performance are mutually exclusive goals for an organisation. Other studies by (Ay &Keles et al., 2017) also noted that employees that do well at work, tend to be happier with their jobs which makes them satisfied and happy to do even more challenging work. Similar to the findings by (Safiy Sahinet et al 2022) a significant relationship between general satisfaction and excellent performance was observed.

The findings are in agreement with (G Cakir et al., 2019 and Karaman et. al 2020) who maintained that organisations have to satisfy the needs of employees in order to improve job commitment and performance. Furthermore, the findings are consistent with AB Ertekin, 2021 who noted that the type of rewarding system under which workers perform strongly influence the satisfaction-performance relationship. Also Oueraogo Leclerc (2013) noted that training and information flow at the workplace influence the job satisfaction of employees as well as their

autonomy, knowledge and judgment in the exercise of their duties and functions (S Dziuba et al., 2022).

### **Conclusion**

Basing on the findings, the study concluded that there is a positive and significant relationship between Psychological wellbeing, Employee job satisfaction and Employee job performance. Employee's satisfaction with hours of work, job security and organisation culture plays a crucial role in their creativity, time management and teamwork which are key components in Job performance. Also psychological wellbeing factors like self-acceptance, personal growth and positive relations with coworkers have a huge impact on Job performance of employees. Therefore, through promoting the psychological wellbeing of employees, and catering for both their intrinsic and extrinsic factors of satisfaction, employees will be destined to excellent performance at the workplace.

### **Recommendations**

The Organisation should aim at ensuring their employees are fully engaged and satisfied by providing good working conditions like proper ventilation, welfare facilities, adequate space and benefits like health insurance and a flexible work schedule. This will greatly lead to much better performance of the workers and also improve the University's performance on a large scale.

Also, the Organisation should increase on training programs for the workers which can include leadership trainings, technical training so as to effectively use organisation equipments, soft skills trainings like time management, teamwork and communication skills. Such trainings increase staff motivation and quality of work.

Regular counselling services should be provided to the workers so as to monitor their psychological wellbeing and generate solutions to the issues affecting them before they hinder their job performance. This will promote the productivity of the workers.

### **Areas of Further study**

Further research on the relationship between Psychological wellbeing, Job satisfaction and job performance should be carried out in larger samples in order to generalize conclusions on the relationship between variables of the study. Thus future researches may focus on the limitations in the University setting that lead to lower levels of psychological wellbeing and job satisfaction of employees that can influence their performance.

Also, further studies could explore additional variables on the subject matter and examine how these variables affect other Organisational outcomes such as absenteeism, Organisational commitment and turnover of employees.

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## **Appendices**

### **Appendix I: Consent Form**

Dear respondent, my name is Isabirye Ivan and as part of the requirements of the partial fulfillment for the award of a Bachelor' in Industrial and Organisational Psychology degree, we are required to carry out research. My topic of interest is the influence of psychological wellbeing on Employee Job performance. You have been selected at random to participate in this study. Participation is voluntary and you are kindly requested to fully complete the questionnaire to aid the researcher propose interventions to increase psychological flexibility among employees of this organisation. The questionnaire is purely for research purposes and your responses will be treated with strict confidentiality. Thank you for your cooperation.

## Appendix II:

### Research Questionnaire

This questionnaire is anonymous and confidential and is about the influence of Psychological Wellbeing, Employee Job Satisfaction and Job Performance among workers at Makerere University. Please respond as honestly and spontaneously as possible by ticking or writing in the text box of correct responses were appropriate.

#### Section A: Personal Information

Please answer the following as honestly as possible by **ticking** the appropriate alternative

##### Sex

Male  Female

##### Age

Below 20  21-30  31-40  41-50  51 and above

##### Religion

Catholic  Protestant  Muslim  Others

##### Level of Education

Certificate  Diploma  Degree  Masters  PhD

Others

##### Marital status

Single  Married  widowed  Divorced  Others

### Section B: Psychological Wellbeing

You are kindly requested to choose your best alternative from the following objectives provided to you, simply tick the best alternative for you.

1	2	3	4	5
Not true	Rarely true	Sometimes true	Often true	Very true

No	Description on Psychological wellbeing	1	2	3	4	5
1	When I'm walking I deliberately notice the sensations of my body moving.					
2	I am good at finding words to describe my feelings.					
3	I criticize myself for having irrational or inappropriate emotions.					
4	I perceive my feelings and emotions without having to react to them.					
5	When I do things, my mind wanders off and I'm easily distracted.					
6	When I take a shower or bath, I stay alert to the sensations of water on my body.					
7	I can easily put my beliefs, opinions and expectations into words.					
8	I don't pay attention to what I'm doing because I'm day dreaming, worrying, or otherwise distracted.					
9	I watch my feelings without getting lost in them.					
10	I tell myself I shouldn't be feeling the way I am feeling.					
11	I notice how foods affect my thoughts, bodily sensations and emotions.					

12	It's hard for me to find the words to describe what I'm thinking.					
13	I am easily distracted.					

## SECTION C: Employee Job Satisfaction

### Employee Satisfaction Survey

Please tick the number that best represents your feelings for the corresponding questions.

### RATING SCALE

5 = Excellent, 4= Very Good, 3= Satisfactory, 2= Fair, 1= Unsatisfactory

How do you rate the company?

No	Description on Employee job satisfaction	5	4	3	2	1
1	Respect for individuals					
2	Providing training necessary to do your job					
3	Providing the tools necessary to do your job					
4	Providing the support resources necessary to do your job					
5	Providing a safe workplace					
6	Providing career opportunities					
7	Open communication					
8	Promoting innovation					
9	Promoting and applying quality					

10	Acts effectively as a leader/trainer/coach					
11	Encourages creativity and teamwork in problem-solving					
12	Ensures that his/her instructions are clear, understandable and complete; uses interactive skills					
13	Treats all subordinates fairly, displays understanding, patience and respect for the dignity and worth of everyone					

**SECTION D: Employee Job Performance**

Instruction: Please tick the box that best describes how you feel regarding each statement

NO:	ITEMS	Strongly Agree	Agree	Disagree	Strongly Disagree
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No	Description on Employee job performance	Strongly Disagree	Disagree	Agree	Strongly Agree
1.	The management of this organisation is supportive of me				
2.	I receive the right amount of guidance from my direct supervisor				
3.	I am provided with all trainings necessary for me to perform my job				
4.	I have learned many new job skills in this position				
5.	I feel encouraged to offer suggestions				
6.	The management makes changes based on my suggestions and feedback				
7.	I am appropriately recognized when I perform well at my regular work duties				
8.	My Job roles in the organisation are aligned with my skills				
9.	I am satisfied with my chances for promotion				
10.	I have adequate opportunities to develop my professional skills				
11.	I have an accurate written job description				

12.	The amount of work I am expected to finish each week is reasonable				
13.	My work assignments are always clearly explained to me				

**Appendix III:****Work Plan**

ACTIVITY	MONTH							
	May	June	July	Aug	Sept	Oct	Nov	Dec
Proposal Writing								
Proposal submission to Supervisor								
Corrections and Submission								
Pretesting of questionnaire								
Data collection								
Data entry and analysis								
Report Writing								
Report Submission								

**Appendix IV:****Budget**

No.	Item	Quantity	Unit cost	Amount
1	<b>Stationary</b>			
	Papers	1 Ream	15,000	15,000
	Notebooks	3	4,500	13,500
	Pens	1	1,2000	12,000
2	<b>Secretarial Services</b>			
	Internet	10GB	30,000	30,000
	Printing	1 copy	30,000	30,000
	Photocopying	4 copies	20,000	80,000
	Binding	4 copies	1,500	4,500
	Photocopying questionnaires	30 copies	500	15,000
3	<b>Data collection</b>			
	Transport to and from the study area	2 People	10,000	20,000
4	<b>Final Report</b>			
	Typing and printing		30,000	30,000
	Photocopying	4 Copies	40,000	160,000
	Report Binding	4 Copies	4,000	16,000
	<b>Grand Total</b>			<b>426,000</b>