

Job satisfaction, employee engagement and work performance among Makerere University
Employees.

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Declaration

I Mbabazi Annitah hereby declare to the best of my knowledge that this work is original and genuinely mine and has never been submitted to any tertiary institution or university for any academic award, where information has been used , it has been acknowledged

Signed.....Mbabazi.....

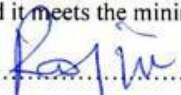
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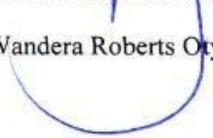
Approval

I hereby certify that this dissertation by Mbabazi Annitah has been prepared under my supervision and it meets the minimum requirements for examination.

Signature.....

Date.....

Dr. Wandera Roberts Otyola (Supervisor)



Dedication

I dedicate this dissertation to my family members for always being there, morally, physically, psychologically, financially every step of the way including selecting this very course, am forever grateful.

Acknowledgment

First and foremost, I thank the Almighty God who has always given me wisdom and strength through this dissertation. My warm appreciation goes to the family for the support and love.

In a special way, I also acknowledge my supervisor Dr. Wandera Roberts Otyola for the guidance and encouragement rendered to me.

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Abstract

The study aimed finding out the relationship between job satisfaction on employee engagement and work performance among Makerere University. The study adopted a quantitative study design which was correlation in nature with a population of 60 employees. Simple random sampling technique was used to draw a sample of 52 respondents from the population. Data was collected from respondents using self-administered standard questionnaire and entered in the computer for analysis through Statistical Package for Social Science (SPSS) software version 23. Descriptive statistics showed that 56.9 % of the respondents were male and 40.4% were female, majority were between 30-35 years (50%). Results from Pearson product-moment correlation coefficient (r) further indicated that there was no relationship between job satisfaction and employee engagement, ($r = .235$, $p = .331$), however there was a significant positive relationship between employee engagement and work performance ($r = .460^{**}$, $p = .000$), as well job satisfaction and work performance ($r = .608^{**}$, $p = .000$). Therefore, the present study provides a basis and implications for further investigation on relationship between job satisfaction, employee engagement and work performance among university employees in Kampala. It was recommended that the administration of Makerere University to needs to ensure that job satisfaction is enhanced among employees in order to promote their engagement and better performance at work.

Chapter One

Introduction

Background

According to Bowling (2009) the relationship between job satisfaction and job performance has attracted attention throughout the history of industrial and organization psychology. Just like other researchers he believes that the relationship between the two exist. Besides, job performance is described as the attainment of result by workers in some specific situations (Prasetya & Kato, 2011). In a study of medical surgical nurses, Simpson (2009) found large significant positive correlations between employee engagement and turnover intentions and job satisfaction. In addition, hierarchical multiple regression revealed 46% of the variability in work engagement was accounted for by registered nurses' satisfaction with their professional status.

Schaufeli and Bakker (2004) found a particularly strong and consistent relationship between availability of job resources and work engagement. There was also a somewhat weaker, but still significant negative relationship between engagement and turnover intentions. Similarly, Harter et al. (2002) demonstrated that employee engagement is negatively associated with turnover and positively associated with job satisfaction.

Human resource or employees in any organization are the most vital part so they need to be influenced towards task fulfillment. Organizations must plan different strategies to compete with competitors and for improving the performance of the organization in order to achieve success. Job satisfaction is a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of the job such as nature of the job and supervision.

Furthermore, Armstrong, (2006) describes job satisfaction as the attitude and feelings people have about their work which can either be positive or negative.

Previous research findings have shown a moderate level of job satisfaction of 49% among the health workers surveyed. Variables which showed significant association with job satisfaction are marital status decision making process, supervisory support, relationship with co-workers, competitive pay and compensation, career advancement and the nature of work (Msanya, 2020).

Research studies carried out in Uganda indicate that there is a strong positive relationship between job satisfaction and performance among employees of Serena Hotel (Nambuule, 2016). This implies that without job satisfaction, the employees performance is heavily affected, hence limiting the company's productivity. Related research findings by Ssegawa (2014) show that job satisfaction has a strong impact on employee performance. There was a 91% total cumulative agreement from respondents that their performance is impacted by their job satisfaction. The results in relation to the individual impacts are as follows (Absenteeism 44.5%, Quality of work 86.7%, quantity of work 91.1%, safety practices 40%, timeliness 71.1%, employee creativity 81.1%, cost-effectiveness 52.2%, adherence to company 70% and employee meeting of company set objectives 92.2%). It is evident that workers with high job satisfaction have high chances of performing well, hence increasing organizational productivity too (Armstrong, 2006).

One major area of the Human Resource Management function of particular relevance to the effective use of human resources is to make sure that employees are job satisfied and engaged. Few people these days would argue against the importance of rewards as a major influence on the success of an organization (Aziri, 2011). The Government of Uganda through the ministry of Public Service has put in various incentives in a bid to satisfy its employees in form of guaranteed

monthly salary, pension and gratuity of the retiring officers (Kyeswa, 2016). Employees are a crucial, but expensive resource that needs to be satisfied for a higher productivity.

Statement of the Problem

Job satisfaction of employee is one of the most challenging tasks for managers in the current business environment. Previous researchers have found that employee job satisfaction is one of the strengths of the job engagement and job performance indicators available to assess productivity. However research has found out that today not all organizations employees have been satisfied and engaged with their jobs; because of poor management, resulting into employees' dissatisfactions and poor employee performance (Aziri, 2011). In addition, a number of studies on job satisfaction have been carried out over the years, however they are largely based on the western organizations and very few have been done in African companies (Twesigye & Binewa, (2016). Unfortunately in Uganda, there is still little attention to the job satisfaction of employees, employee engagement and performance, which study sought to explore in depth.

Purpose of the Study

The purpose of study was to find out the relationship between job satisfaction on employee engagement and work performance among Employees of Makerere University.

Objectives of the Study

This study was guided by the following objectives

- i. To examine the relationship between job satisfaction and employee engagement
- ii. To examine the relationship between employee engagement and work performance
- iii. To examine the relationship between job satisfaction and work performance

Scope of the Study

Geographical scope

The study was carried out at Makerere University in Kampala, Uganda among Makerere University Employees

Time scope

The study covered a period of one month which was August 2022. This included data collection and report writing.

Content Scope

Job satisfaction is referred to as the extent to which employees exhibit a positive orientation towards their jobs (Huang, You, & Tsai, 2012). Furthermore, job satisfaction comprises of intrinsic and extrinsic job satisfaction, working environment and conditions. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts (Kyeswa, 2016). On the other hand, Employee engagement has been defined by (Harter et al., 2002) as the individual's involvement and satisfaction with as well as enthusiasm for work; the extent to which employees feel passionate about their work in their respective organizations(University). And job performance is described as the attainment of result by workers in some specific situations (Prasetya & Kato, 2011).

Significance of the study

- i. The findings of this study will help the stakeholders and the head teachers of management of Makerere University to find the most efficient way of increasing employee job satisfaction, engagement and enhance improve their job performance.
- ii. The findings of this study will benefit the policy makers in formulation of policies and regulations at the national level regarding employee performance and engagement.

iii. The research finding will help employees of Makerere University to know of what expectations the organization have after putting effort in increasing their job satisfaction.

Conceptual Framework

The diagram below shows the relationship between study variables. For instance the relationship between job satisfaction, employee engagement and job performance.

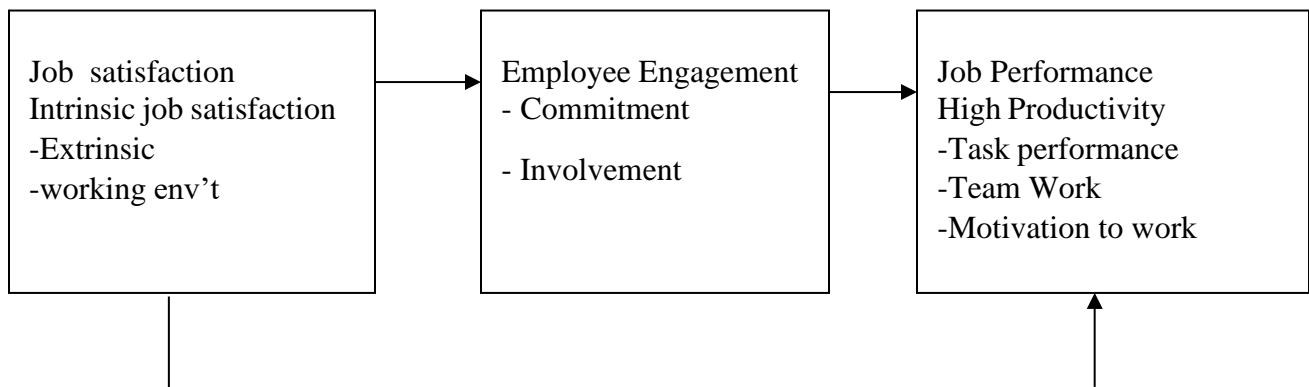


Figure 1: Conceptual framework showing the relationship between job satisfaction, employee engagement and job performance.

The conceptual frame work shows that job satisfaction influences employee engagement, employee engagement influences job performance and job satisfaction also influence job performance. In addition, job satisfaction is considered as the independent variable (IV), employee engagement as a mediating variable (MV) and Job performance as the dependent variable. Job satisfaction is denoted by intrinsic and extrinsic satisfaction, and working environment. Employee engagement considers commitment and involvement in activities at work, and job performance denoted by high productivity, task performance, team work and motivation to work.

Chapter Two

Literature Review

Introduction

The literature is reviewed according to study objectives that include; employee job satisfaction and employee engagement, employee engagement and job performance. This section contains information and data obtained from published materials in relation to the selected study.

Job Satisfaction and Employee Engagement

Employees experiencing work engagement are able to deal with the demands of their job due to a sense of energetic and effective connection with their work activities (Schaufeli et al., 2002). Mauno, Kinnunen, Makikangas and Natti (2005), examined the relationship between work engagement and job satisfaction among 736 Finnish hospital staff. Mauno and colleagues found a significant positive relationship between the two constructs. However, they treated the constructs as unidimensional, whereas the present study proposes to examine these two constructs as multidimensional. The advantage of examining the constructs multi- dimensionally is that leads to greater understanding of the affect that vigor, dedication and absorption have on specific aspects of job satisfaction, such as compensation.

To date, there is no known research that examines the relationship between the four facets of job satisfaction and the three facets of work engagement. Due to the lack of research between work engagement and job satisfaction and because work engagement and job burnout have been found to be opposite yet distinct constructs, the relationship between job burnout and job satisfaction is also examined (Gonzalez-Roma et al., 2006).

After viewing 136 respondents for the study on employee engagement and their satisfaction, Jain and Balu (2018) established that factors such as basic needs, management

support, team work and growth as predictors of employee engagement may have influence on job satisfaction. Health organizations are therefore in search of best employee engagement activities to enhance satisfaction among their medical officers and the management (Ruck, Welch & Menara, 2017). Majority of people have done research on job satisfaction and performance but very limited in relation to employees at University.

Employee Engagement and Job Performance

Employee engagement is ‘a positive, fulfilling, work related state of mind that is characterized by vigor, dedication and absorption’ (Schaufeli et al., 2002). Research has found that it is not a short term condition and is more a “persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior” (Schaufeli et al., 2002). Engagement is not seen as a mindset but rather someone being engrossed in their job and performing well on it (Alan Saks, 2006). So high employee engagement increases job performance and low employee engagement decreases job performance in the organization. Recent studies across a range of sectors have found various performance based outcomes of engagement. Bakker et al (2004) found that engagement was linked to both in-role and extra-role performance in a multi-sector Dutch sample, a finding replicated by Schaufeli et al (2006); Halbesleben and Wheeler (2008) found similar results for in-role performance and turnover intentions in a multi-sector US sample.

A meta-analysis of nearly 8,000 business units in 36 companies found that engagement was also linked to business unit performance (Harter et al 2002), and links have also been found with client satisfaction in service settings (Salanova et al 2005). Xanthopoulou et al (2009) found a link between work engagement of restaurant workers and objective daily financial returns. Engagement has also related to safe working by employees in a meta-analysis of 203 separate

samples (Nahrgang et al 2011). Many other studies have found links between engagement and performance outcomes; for a review, see Bakker et al (2008).

Work engagement has been found to be positively associated with job performance rated by supervisors (Bakker & Bal, 2010). Within the work context, task performance is defined as the officially required outcomes and behaviors that directly serve the goals of the organization (Motowidlo & Van Scotter, 1994). To achieve good job performance, employees may have to keep flow or high engagement in activities. However, high engagement does not certainly lead to good job performance. When people are not goal oriented and hardworking, their work engagement (Bakker, Demerouti & ten Brummelhuis, 2011) and flow experience (Demerouti, 2006) did not increase in-role performance because they are engaged in other things rather than the work tasks serving the goals of the organization.

Demerouti (2006) found conscientiousness will positively moderate the relationship flow with colleagues rated task performance and contextual performance, and Bakker, Demerouti and ten Brummelhuis (2011) also found work engagement is positively related to task performance and contextual performance for employees who score high on conscientiousness. They argue workers who high in conscientiousness will direct their effort toward achieving their crucial work tasks. There is still scanty information on the relationship between employee engagement and job performance which this study sought to explore in detail.

Job Satisfaction and Work Performance

Majority of the scholars have tested the impact of job satisfaction on employee performance. Most of them indicated that there is an impact of job satisfaction on employee performance since, there is a large impact of the job satisfaction on the motivation of workers, and the level of motivation has an impact on productivity, hence also on performance

(Aziri 2011). Kappagoda (2012) highlighted that the job satisfaction is one of the factors that affects the improvement of the task performance and conceptual performance. Indermun and Bayat (2013) agreed that there is an undeniable correlation between job satisfaction and employee performance. They suggest that psychological and physical rewards have significant impact on job satisfaction.

Indermun and Bayat (2013) believed that employees should be rewarded and motivated to achieve job satisfaction, which will eventually lead to a significant, positive impact on the efficiency and effectiveness of employees and thus, better overall performance. Employee empowerment and work place environment have significant positive relationship to job satisfaction. Therefore, when an employee is given autonomy in business decisions and when he is given favorable and clean environment then his satisfaction level will rise. Accordingly, his performance level will rise too (Javed, Balouch, & Hassan 2014). According to Awan and Asghar (2014) there is a positive relationship between job satisfaction and employee performance with respect to pay package, security level, and the reward system.

Employees' performance is best when they are satisfied with their pay package, feel secure about their job, and satisfied with the reward system (Awan & Asghar 2014). Job Satisfaction has a great influence on employee performance. Satisfied employees are valuable to their organizations because they perform better and they contribute to the overall goals and success of an organization, unlike dissatisfied employees who considered as a burden for any organization (Shmailan, 2016). At the same time, there are some recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement (Aziri, 2011) especially in the volunteer work (Pugno & Depedri 2009).

Several scholars have argued that employee performance itself affects employee's level of job satisfaction. For example, Sonnentag et al. (2008) based their in-depth performance study on the idea that high performance results in satisfaction, feelings of self-efficacy and mastery. Job performance causes job satisfaction because job performance affects self-esteem (Pugno & Depedri 2009). According to Platis et al. (2015) a large number of factors influence employee performance one of them is the job satisfaction. And some researchers suggested that employee performance does not affect their level of satisfaction. Pugno and Depedri (2009) examines the relationship between job performance to job satisfaction by considering the roles of economic incentives such as reward and promotions. He ended up with a negative route from job performance to job satisfaction (Pugno & Depedri, 2009). Some researchers examine both job satisfaction and job performance together as one variable. Funmilola, Sola, and Olusola (2013) discovered that job satisfaction dimensions jointly and independently predict job performance. While, Wright *et al.* (2005) studied a job context model assumes that both performance and satisfaction are outcomes of same factors.

Research findings by Bakan et al, (2014) indicated that job satisfaction has a positive impact on job performance and occupational commitment. Studies by Laura (2008), indicated that job satisfaction and employee performance are negatively related. This implies job satisfaction does not necessarily promote employee performance. However, Armstrong (2006) argues that it is not job satisfaction that produces high performance but high performance that produces job satisfaction, and that a satisfied worker is not necessarily a productive worker and a high producer is not necessarily a satisfied worker. This confirms that much as other studies do indicate that there is strong relationship between job satisfaction and job performance, Armstrong (2006) disagrees with it. In addition, related research findings have also showed that there is no relationship between

job satisfaction and job performance (Crossman & Bassem Abou-Zaki, 2003). Whereas, other researchers showed that there is a relationship between job satisfaction and job performance (Arham Abdullah et al., 2011). There is still limited information on job satisfaction and employee performance about Makerere University Employees which this study sought to explore in detail.

Hypothesis

- i. There is a relationship between job satisfaction and employee engagement
- ii. There is a relationship between employee engagement and work performance
- iii. There is a relationship between job satisfaction and work performance

Chapter Three

Methodology

Introduction

This chapter presents the methodology that was used to carry out this study. It presents the research design, population, sample, research instruments and measures, procedure, data management, data quality control, validity of the research instruments and data analysis.

Research Design

A correlation research design was applied in the study so as to establish the relationship that exists between job satisfaction, employee engagement and job performance among employees of Makerere University. In this design data was presented into statistical information using Statistical Package for Social Scientists (SPSS) to establish whether the variables are correlated.

Area of Study

The study was carried out at Makerere University, Central Kampala. Kampala district is located in the central region of Uganda and it covers an area of 7,928 square kilometers. Kampala district is divided into five divisions; Kampala Central Division Kawempe, Rubaga Division lies in the western part of the city, bordering Wakiso District and Makindye Division is in the southeastern corner of the city, bordering Wakiso District to the south and west, and the coordinates of Makindye Division and Nakawa Division lies in the eastern part of the city, bordering Kira Town to the east, Wakiso District to the north.

Population

The population for this study included all the 60 employees of Makerere University, both male and female participants. The population was obtained from the payroll lists at the University.

Sample Size Determination and Sampling Strategy

A total of 52 participants were selected from the population of 60 employees to participate in answering the questionnaire. The researcher used simple random sampling technique with the help of the Morgan and Krejcie Table (1970). In simple random sampling, each member of a population had an equal chance of being included in the sample. A simple random sampling technique allows every member of the population to get an equal opportunity to be included in the study and reduced biases in selecting samples.

Research Instruments and Measures

Self-administered questionnaires were designed from the constructs defined above. The questionnaire measured job satisfaction, employee engagement and job performance. A purposive developed self-administered questionnaire, comprising of closed ended questions that require each respondent to choose the preferred option from the alternatives given including the respondents back ground, age and sex where section A examined the respondents bio data, section B examined job satisfaction, section C examined employee engagement and section D shall examine job performance among employees of Makerere University. Job satisfaction and engagement questionnaire adopted from (Abbas, Premi & Jyoti, 2010) Job performance questionnaire was adopted from Goodman and Svyantek, (1999).

Procedure

The researcher obtained an introductory letter from the Department of Organizational and Educational of Psychology Makerere University introducing her to the organization seeking for permission and approval to collect data and then the researcher was willing to go to the field to gather the required information for research. This was done directly in the field and confidentiality was observed by the researcher in order to get the required information. This did not cause harm

to the respondents due to the fact that the researcher first created peaceful environment in order to get the required information from the respondents.

Data Management

The researcher thoroughly checked the questionnaires to ensure that all the relevant questions are selected. Information collected was then tabulated and analyzed into meaning full findings by use of code of scales to present the questions that were ticked by the respondents. Data was analyzed using Statistical Package for Social Sciences (SPSS) to find out the correlation between variables. This study took a period of a month in which the researcher was able to collect data, analyze and write the report.

Data quality Control

For control of the quality for data collected, validity and reliability of the questionnaires were carried out. The supervisor critically analyzed the instruments and suggest changes where necessary to ensure that the items measure is intended to measure in order to ascertain the validity of the questionnaire.

Reliability of Study Instruments

The questionnaire was pilot tested among 10 participants in another organization not selected for data collection. Necessary adjustments were made to the questions to ensure clarity. The items on the questionnaire was organized under the sections of job satisfaction, employee engagement and work performance. If the Cronbach's Alpha score is .70 or above, the questionnaires considered reliable. The researcher ensured reliability by using instruments that have previously been used by other researchers to carry out research and also make conclusions on the relationships of the variables in question.

Table 1: Reliability Coefficient

Variables	Number of items	Cronbach's Alpha
Job Satisfaction	14	.756
Employee Engagement	14	.843
Work Performance	14	.766

Validity of the Research Instruments

The face and content validity of the research instrument were ensured by comparing its items with previous similar studies and by matching them with stated objectives, and the formulated research hypotheses. Besides copies of the prepared questionnaire was made available to the research supervisor for vetting, review, critiquing, necessary amendment and corrections. The questionnaire is to be written in simple English and translated in local language for those who do not understand English.

Data Analysis

The data was collected from the field, crossed checked for completeness and coded. The coded data was then be analyzed using a computer program called Statistical Package of Social Scientists (SPSS) and summarized into frequencies and percentages. Pearson Product Correlation Coefficient(r) was used to test the significance of the hypotheis1, 2 and 3.

Anticipated problems/ limitations and Solutions

Participants who were suspected of being biased when answering the questions asked. This was managed by explaining to them the purpose of the research and informing them how safe their information is to be. Besides that, participants who were suspected of fearing to provide data with

complete honesty and openness. This was managed by assuring participants of confidentiality on the information provided.

Ethical Consideration

The researcher ensured privacy confidentiality and explain to participants the main purposes of the research, this was by informing them the participants that the research was purely academic before engaging them in the study. More so the researcher took into account the consent of the respondents, avoidance of forgery and plagiarism was considered when presenting the researcher methodology and findings.

Chapter Four

Results

Introduction

This chapter consists of results and interpretation of the findings in line with the objectives and hypothesis; data is presented in form of frequencies and percentages followed by correlations between job satisfaction, employee engagement and work performance.

Descriptive statistics

Respondents were asked to indicate their sex, age bracket, marital status, level of education and period in service. The results were obtained and computed into frequencies and percentages using SPSS as shown in the tables below;

Table 2: Sex of Respondents

	Frequency	Percent (%)
Male	31	59.6
Female	21	40.4
Total	52	100.0

Results in table 1 shows that there were more respondents for males (59.6%) than females with (40.4%). This implies that Makerere University prefers employing more male employees than female ones, since they are presumed to be more honest than their female counterparts.

Table 3: Age Bracket of Respondents

	Frequency	Percent (%)
18- 25 years	8	15.4
25-30 years	10	19.2
30-35 years	26	50.0
50 years and above	8	15.4
Total	52	100.0

Results in table 2 above shows that more respondents were between 30-35 years (50.0%) followed by the respondents of 25-30 years (19.2%), and respondents of 18-25 and 50 years and above (15.4%). This implies that employees of age group between 30-35 years are the most considered by Makerere University as more devoted to work than other age groups.

Table 4: Marital Status of Respondents

	Frequency	Percent (%)
Single	11	21.2
Married	34	65.4
Others	7	13.5
Total	52	100.0

Results in table 3 show that more respondents were married (65.4%), followed by single ones (21.2%), followed by others (13.5%). This implies that married employees are the majority because they are considered more responsible at work than the single ones.

Table 5: Level of Education

	Frequency	Percent (%)
Bachelors	12	23.1
Masters	32	61.5
PhD	8	15.4
Total	52	100.0

The study findings in table 4 indicated that 61.5% of the respondents were master holders, followed by bachelors 23.1%, and PhD holders 15.4%. This implies that majority of the employees at Makerere University are master holders, simply because they are considered to be suitably qualified for most jobs at the University.

Table 6: Number of Years Spent on the Job

	Frequency	Percent (%)
Less than a year	14	26.9
2-3 years	13	25.0
4-5 years	17	32.7
6 years and above	8	15.4
Total	52	100.0

The findings of table 5 above indicated that 32.7% of the respondents had worked for 4-5 years, followed by those who had worked for less than a year (26.9%), 25 % had worked for 2-3 years, and 15.4 % had worked for 6 years above. This implies that majority of teachers in selected secondary schools had worked for less than a year than other years.

Inferential statistics

- i. Objective one was to examine the relationship between job satisfaction and employee engagement.

Table 7: The Relationship between Job satisfaction and Employee Engagement

		Job Satisfaction	Employee Engagement
Job satisfaction	Pearson Correlation	1	.235
	Sig. (2-tailed)		.331
	N	52	52
Employee Engagement	Pearson Correlation	.235	1
	Sig. (2-tailed)	.331	
	N	52	52

Hypothesis one stated that there is a significant relationship between job satisfaction and employee engagement. The findings in table 6 above show that there is no significant relationship job satisfaction and employee engagement ($r = .235$, $p = .331$). This is because p value is greater than the level of significance (0.01) in magnitude ($p > 0.01$). Therefore, the alternative hypothesis is rejected and it is concluded that job satisfaction is not related employee engagement to this particular population.

- ii. Objective two was to examine the relationship between employee engagement and work performance.

Table 8: The Relationship between Employee Engagement and Work Performance

		Employee Engagement	Work Performance
Employee Engagement	Pearson Correlation	1	.460**
	Sig. (2-tailed)		.000
	N	52	52
Work Performance	Pearson Correlation	.460**	1
	Sig. (2-tailed)	.000	
	N	52	52

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

Hypothesis two stated that there is significant relationship between employee engagement and work performance. The findings in table 7 above show that there is a significant positive relationship between employee engagement and work performance ($r=.460^{**}$, $p=.000$). This is because p value is less than the level of significance (0.01) in magnitude ($p<0.01$). Therefore, the alternative hypothesis is retained and it is concluded that there is a significant positive relationship between employee engagement and work performance.

iii. Objective three was to examine the relationship between job satisfaction and work performance

Table 9: The Relationship between Job Satisfaction and Work Performance

		Job Satisfaction	Work Performance
Job Satisfaction	Pearson Correlation	1	.608**
	Sig. (2-tailed)		.000
	N	52	52
Work Performance	Pearson Correlation	.608**	1
	Sig. (2-tailed)	.000	
	N	52	52

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

Hypothesis three stated that there is significant relationship between job satisfaction and work performance. The findings in table 8 above show that there is a significant positive relationship between job satisfaction and work performance ($r=.608^{**}$, $p=.000$). This is because p value is less than the level of significance (0.01) in magnitude ($p<0.01$). Therefore, the alternative hypothesis is retained and it is concluded that there is a significant positive relationship between job satisfaction and work performance.

Chapter Five

Discussion, conclusions and recommendations

Introduction

This chapter represents, discussion of findings in relation to literature, conclusion and recommendations.

The discussion is done according to the following objectives:

- i. To examine the relationship between job satisfaction and employee engagement
- ii. To examine the relationship between employee engagement and work performance
- iii. To examine the relationship between job satisfaction and work performance

Discussion

Job Satisfaction and Employee Engagement

Job satisfaction is not significantly related to employee engagement. This implies that when an increase in job satisfaction does not lead to an increase in employee engagement for this particular population. In disagreement with the current study, Mauno, Kinnunen, Makikangas and Natti (2005), examined the relationship between work engagement and job satisfaction among 736 Finnish hospital staff. Mauno and colleagues found a significant positive relationship between the two constructs. However, they treated the constructs as undimensional, whereas the present study proposes to examine these two constructs as multidimensional. The advantage of examining the constructs multi- dimensionally is that leads to greater understanding of the affect that vigor, dedication and absorption have on specific aspects of job satisfaction, such as compensation.

In disagreement with the current study, Gonzalez-Roma et al., (2006) reported that to date, there is no known research that examines the relationship between the four facets of job satisfaction and the three facets of work engagement. Due to the lack of research between work engagement

and job satisfaction and because work engagement and job burnout have been found to be opposite yet distinct constructs, the relationship between job burnout and job satisfaction is also examined.

Inconsistent with the current study findings, Jain and Balu (2018) after viewing 136 respondents for the study on employee engagement and their satisfaction, established that factors such as basic needs, management support, team work and growth as predictors of employee engagement may have influence on job satisfaction. Health organizations are therefore in search of best employee engagement activities to enhance satisfaction among their medical officers and the management (Ruck, Welch & Menara, 2017). Majority of people have done research on job satisfaction and performance but very limited in relation to secondary school teachers

Employee Engagement and Work Performance

Employee engagement is significantly related to work performance. This implies that an increase in employee engagement leads to an increase in work performance for this particular population. In agreement with the current study, Bakker et al (2004) found that engagement was linked to both in-role and extra-role performance in a multi-sector. Consistent with this study , Harter et al (2002) in their meta-analysis of nearly 8,000 business units in 36 companies found that engagement was also linked to business unit performance and links have also been found with client satisfaction in service settings (Salanova et al 2005).

In agreement with this study findings, Xanthopoulou et al (2009) found a link between work engagement of restaurant workers and objective daily financial returns and links have also been found with client satisfaction in service settings (Salanova et al 2005). In disagreement with this study, Bakker, Demerouti and ten Brummelhuis, (2011) revealed that high engagement does not certainly lead to good job performance. When people are not goal oriented and hardworking, their work engagement and flow experience (Demerouti, 2006) did not increase in-

role performance because they are engaged in other things rather than the work tasks serving the goals of the organization.

In agreement with the current study, Demerouti and ten Brummelhuis (2011) also found work engagement is positively related to task performance and contextual performance for employees who score high on conscientiousness. They argue workers who high in conscientiousness will direct their effort toward achieving their crucial work tasks. There is still scanty information on the relationship between employee engagement and job performance which this study sought to explore in detail.

Job Satisfaction and Work Performance

Job satisfaction is significantly related to work performance. This implies that an increase in work performance leads to an increase in work performance for this particular population. In agreement with the current study, Kappagoda (2012) highlighted that the job satisfaction is one of the factors that affects the improvement of the task performance and conceptual performance. Consistent with the current study also, Indermun and Bayat (2013) agreed that there is an undeniable correlation between job satisfaction and employee performance. They suggest that psychological and physical rewards have significant impact on job satisfaction.

In agreement with the current study, Indermun and Bayat (2013) believed that employees should be rewarded and motivated to achieve job satisfaction, which will eventually lead to a significant, positive impact on the efficiency and effectiveness of employees and thus, better overall performance. Employee empowerment and work place environment have significant positive relationship to job satisfaction. Therefore, when an employee is given autonomy in business decisions and when he is given favorable and clean environment then his satisfaction level will rise.

Consistent with the current study findings, Sonnentag et al. (2008) have argued that employee performance itself affects employee's level of job satisfaction. For example, based their in-depth performance study on the idea that high performance results in satisfaction, feelings of self-efficacy and mastery. In agreement with the current study, Platis et al. (2015) a large number of factors influence employee performance one of them is the job satisfaction. And some researchers suggested that employee performance does not affect their level of satisfaction.

In agreement with the current study findings, Pugno and Depedri (2009) examined the relationship between job performance to job satisfaction by considering the roles of economic incentives such as reward and promotions. He ended up with a negative route from job performance to job satisfaction (Pugno & Depedri, 2009). Still in agreement with the current study findings, Funmilola, Sola, and Olusola (2013) examined both job satisfaction and job performance together as one variable, and discovered that job satisfaction dimensions jointly and independently predict job performance.

Conclusion

This section consists of the conclusions to the findings established in the relationships between job satisfaction, employee engagement among secondary school teachers in Kampala.

According to the research findings, there is no relationship between job satisfaction and employee engagement. This implies that an improvement in job satisfaction does not lead to a decrease in employee engagement for this particular population.

Since the findings indicate that there is a significant positive relationship between employee engagement and work performance. This can be explained that university employees who are engaged, perform well at work.

Lastly, there is also a significant positive relationship between job satisfaction and work performance. This implies that employees who are satisfied perform well at work place.

Conclusively, the present study provides a basis and implications for further investigation on the relationship between job satisfaction, employee engagement and work performance among employees of Makerere University.

Recommendations

Basing on the findings, the administration of Makerere University to needs to ensure that job satisfaction is enhanced among secondary school teachers in order to promote their engagement and better performance at work.

Government needs to educate and sensitize employers on the benefits of improving working conditions. The government should set policies that private organizations have to follow and promote job satisfaction to enhance employee engagement and work performance.

Areas for Further Research

The researcher suggests that further research should be done on the relationship between job satisfaction, employee engagement and work performance in different institutions. This will help in creating awareness among employers in both the private and public institutions about benefits of ensuring employee job satisfaction. It will in turn motivate the government and proprietors and all other stake holders to come up with better strategies of improving job satisfaction among employees, promote employee engagement and better work performance among University employees.

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Appendices

Appendix I: Questionnaire

Introduction

Dear respondent, this questionnaire seeks to obtain data on job satisfaction and job performance among employees. The study is purely for research purposes and your responses will be treated with confidentiality. I kindly request you to spare some time and respond as honestly as possible.

Section A: Biographical Information

1. What is your sex?

1) Male 2) Female

2. Age range.

1) 18 -25 2) 25 – 30 3) 30 – 35 4) 50 years and above

4. Marital status?

1) Single 2) Married 3) Others

5. Level of education

1) Bachelor's 2) Master's 3) PhD

6. Number of years spent on the job.

1) Less than 1 year 2) 2 -3 Years 3) 4 – 5 Years 4) 6 years and above

SECTION B: JOB SATISFACTON

Rate yourself by circling on how often you do or feel about each statement below using the scales from 1 5 (Tick appropriately)

No	Job Satisfaction Items	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
1.	I always get feelings of accomplishment of my job	1	2	3	4	5
2.	I have chances to do different things from time to time	1	2	3	4	5
3.	I am satisfied with the way my boss handles his/her workers	1	2	3	4	5
4.	I get praised for doing good job	1	2	3	4	5
5.	My job provides steady employment	1	2	3	4	5
6.	I have chance to do things for other people	1	2	3	4	5
7.	I am able to do work that makes use of my abilities	1	2	3	4	5

8.	I like the way school policies are put into practice	1	2	3	4	5
9.	I am satisfied with my pay and amount of work	1	2	3	4	5
10.	I have chances of advancement on this job	1	2	3	4	5
11.	I have freedom to use my own judgement	1	2	3	4	5
12.	I have chance of trying my own methods of doing the job	1	2	3	4	5
13.	I get along with my co-workers easily	1	2	3	4	5
14.	I feel no pressure in meeting my job demands	1	2	3	4	5

Abbas, S. M., Premi, V., & Jyoti, A. (2010). Job satisfaction in management faculties of a Metropolitan and proximate area.

SECTION C: EMPLOYEE ENGAGEMENT

Using the scale below, please indicate the extent to which you agree or disagree with the statements in the preceding table by ticking the numbers in boxes

Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
1	2	3	4	5

No.	Item	Response				
		1	2	3	4	5
1.	When I get up in the morning, I feel like going to work	1	2	3	4	5
2.	My job is challenging	1	2	3	4	5
3.	When I am working, I forget everything else around me	1	2	3	4	5
4.	At my work I feel bursting with energy	1	2	3	4	5
5.	I love staying on my job for long	1	2	3	4	5
6.	Time flies when I am working, I just realize its past time	1	2	3	4	5
7.	At my work I always persevere even when things don't go well	1	2	3	4	5
8.	I am enthusiastic about my job	1	2	3	4	5
9.	I get carried away when I am working	1	2	3	4	5
10.	I can continue working for very long periods of time	1	2	3	4	5
11.	I am proud of the work that I do	1	2	3	4	5
12.	It is difficult for me to detach myself from my job	1	2	3	4	5
13.	At my job I am very resilient mentally	1	2	3	4	5
14.	I find the work that I do full of meaning and purpose	1	2	3	4	5

SECTION D: JOB PERFORMANCE

Rate yourself by circling on how often you do or feel about each statement below using the scales from 1 to 5. (Please take your time).

Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
1	2	3	4	5

	Performance Items	Responses				
		1	2	3	4	5
1.	I help other colleagues who are absent from duty	1	2	3	4	5
2.	I take time to listen to coworkers' problems and worries	1	2	3	4	5
3.	I take a personal interest in other employees	1	2	3	4	5
4.	I get out of the way to help new employees	1	2	3	4	5
5.	I give advanced notice when unable to come to work	1	2	3	4	5
6.	My attendance at work is always above the norm	1	2	3	4	5
7.	I tend to take undeserved work breaks	1	2	3	4	5
8.	I obey informal rules created to maintain order during duty	1	2	3	4	5
9.	I fulfill all the requirements of my job	1	2	3	4	5
10.	I have the skills and expertise to perform my job-related tasks	1	2	3	4	5
11.	I can manage more tasks in my job than one typically assigned to me	1	2	3	4	5
12.	I feel I appear suitable for a higher-level role than the one I do	1	2	3	4	5
13.	I have the required skills in all areas of my job	1	2	3	4	5
14.	I perform well in my overall job by carrying out tasks as expected	1	2	3	4	5

Source; Goodman, S. A., & Svyantek, D. J. (1999). Person–Organization Fit and Contextual Performance.

Thank you for your cooperation

Appendix II: Sample Size Determination Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Source: Krejcie & Morgan, Determining sample size for research activities.

NOTE:

“N” is Population size

“S” is sample population