

**Mental Health and Employee Job Satisfaction, Case of Uganda Cancer Institute, Mulago,
Kampala**

By

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**A Research Dissertation Submitted to the School of Psychology in Partial Fulfillment of the
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Declaration

I, Ageno Irene Kandi do declare that this research report entitled mental health and employee job satisfaction is my original work under the supervision of Professor Baguma Peter. It has never been presented to any other university or institution of higher learning for the award of any academic qualification.

Signature:  Date: 08/02/2023

Ageno Irene Kandi

Approval

This is to certify that Ageno Irene Kandi successfully did this proposal to be submitted in partial fulfillment of the requirements for the award of a degree of Industrial and Organizational Psychology with our approval as university supervisors.

Signature:.....*Baguma Peter*.....Date*08/02/23*.....

Professor Baguma Peter.

Dedication

I would like to dedicate this research proposal to my parents, brothers, sisters and all my relatives as well as my late brother Philip Matovu who was taken away from us by God at a very tender age.

Acknowledgments

I am very grateful to the Almighty God for giving me this opportunity to reach this far in my academics.

I would like to acknowledge my supervisor; Professor Baguma for his guidance throughout this research. May God reward him abundantly.

I would like to thank my parents Mr. Olum Godfrey and my dear mother who saw value in educating a girl-child and for their support, prayers and for their encouragement throughout the course and providing me with all the necessities I ever wanted.

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May the good Lord we serve reward you all abundantly.

Table of Contents

Declaration	i
Approval	ii
Dedication	iii
Acknowledgments.....	iv
Table of Contents	v
List of Figures	vii
List of Tables	viii
Acronyms	ix
Abstract	x
Chapter One: Introduction	1
1.1 Background	1
1.2 Problem Statement	3
1.3 Purpose of the Study	4
1.4 Objectives of the Study	4
1.5 Scope of the Study.....	4
1.5.1 Geographical Scope.....	4
1.5.2 Content Scope.....	4
1.6 Significance of the Study	5
1.7 Conceptual Framework	5
Chapter Two: Literature Review	6
2.0 Introduction	6
2.1 Mental Health.....	6
2.2 Impact of poor mental health on workers.....	7
2.3 Employee job satisfaction	7
2.4 Factors influencing employee mental health.....	8
2.4.1 Work environment.....	8
2.4.2 Job control and autonomy.....	9
2.4.3 Job load.....	9
2.4.4 Job security	10
2.5 Anxiety and Job satisfaction	10

2.6 Research Hypothesis	11
Chapter Three: Methodology	12
3.0 Introduction	12
3.1 Research Design	12
3.2 Population of the Study	12
3.3 Sample Size	12
3.4 Instrument and measurement	13
3.5 Data Validity and Reliability	14
3.6 Research Procedure	14
3.7 Data Management	14
3.8 Data Analysis	15
3.9 Ethical Consideration	15
Chapter Four: Data Analysis and Research Findings	16
4.0 Introduction	16
4.1 Biographical information of the respondents	16
Chapter Five: Discussion, Conclusion and Recommendations	21
5.0 Introduction	21
5.1 Discussion	21
5.1.1 Mental health (anxiety and depression) and Job Satisfaction	21
5.2 Limitations to the Study	22
5.3 Conclusion	22
5.4 Recommendations	23
5.5 Areas for Further Research	23
References	24
Appendices	26
Appendix A: Questionnaire	26
Appendix B: Budget	31
Appendix C: Time Schedule	32

List of Figures

Figure 1: Framework indicates the impact Mental Health has on Job Satisfaction.....	5
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List of Tables

Table 1: Age of respondents	16
Table 2: Sex of respondents	16
Table 3: Education of respondents.....	17
Table 4: Marital Status of respondents	17
Table 5: Position held at the organization.....	18
Table 6: Years spent in the organization by the respondents.....	18
Table 7: Correlation between mental health and job satisfaction	19

Acronyms

UCI	Uganda cancer institute
CHUSS	College of humanities and social sciences
MOH	Ministry of Health
EI	Emotional intelligence
MPH	Mental health problem
MH	Mental Health
CMD	Common mental disorders
DHD	Deficit hyperactivity disorders
ADD	Attention deficit disorders
SMD	Severe mental disorders
WHO	World Health Organization

Abstract

The purpose of this study was to examine the relationship between mental health and job satisfaction among employees of Uganda cancer institute (UCI). A sample of 85 employees, both men and women participated in the study. This study adopted a correlation-study design which was quantitative in nature. The respondents were chosen using simple random sampling technique. A self-administered questionnaire was used in the data collection. The results indicate that there is a weak, negative significant relationship between mental health (anxiety and depression) and job satisfaction. The researcher recommended that supervisors at all levels in the organizations need to practice supportive supervision to enhance positive mental health among employees which intern leads to productivity of the organization.

Chapter One

Introduction

1.1 Background

The definition of job satisfaction is the enjoyable and emotional state resulting from the evaluation of one's job (Danish & Usman, 2010) or job experiences; the employee feels fulfillment and pride in achieving the business's goals. Job satisfaction occurs when someone feels he/she has proficiency, value, and is worthy of recognition (Garcez, 2006). Therefore, job satisfaction is a worker's sense of achievement and is generally noted to be directly (Cranny, Smith & Stone, 1992) associated to improved efficiency as well as to personal welfare. Job satisfaction is the belief of the employee that he/she is doing a good job, enjoying the process, and being suitably rewarded for the effort. Job satisfaction is a measure of how happy workers are with their jobs and work environment. Keeping morale high among workers is of fabulous benefit to any company, as content workers will be more likely to produce more results, take fewer days off, and remain loyal to the company. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement (Brown, 1996).

An arena where people spend a great part of their lives is work life. A person is expected to contribute to society by being self-supportive and productive. However, the ability to be self-supportive and productive can decline due to mental health problems (MHP). MHP are common in working life and can have an impact on the individual's ability to be productive, MHP may also affect workplaces, and in the long run most workplaces are affected, in Sweden, about 90% of all sick listing for MHP is due to common mental disorders (CMD), i.e., anxiety, depression and stress disorders, MHP are the most common cause of sick leave in most Western countries. OECD. (2012). Sick on the job? Myths and realities about mental health and work. Sick leave patterns for CMD vary over time and according to regulations. MHP also include severe mental disorders (SMD), like schizophrenia and bipolar disorders. Sick leave for SMD shows a more stable pattern than sick leave for CMD. Besides, neuropsychiatric disorders like attention deficit hyperactivity disorders (DHD) and attention deficit disorders (ADD) are also included within MHP and are an increasing contributor to the costs for sick leave and health care, WHO. (2000) Mental health and work: Impact, issues, and good practice.

From the perspective of the individual, MHP are a risk both for long-term sick leave as well as for exclusion from working life. Exclusion from working life can lead to a restricted economic situation. MHP also involve individual suffering which may have an influence on the individual's family members and other relations, OECD. (2012). Sick on the job? Myths and realities about mental health and work The risk of onset of MHP is most common in working age, especially between 30 and 49 years, for many people in the Western countries, this corresponds with the life period when they are establishing themselves in working life and developing a worker role. Thus, MHP have a huge impact and consequence on the individual's possibilities to earn their living. Being on long-term sick leave thus has economic consequences as well as consequences on social networks, self-esteem, and self-efficacy. The distribution of MHP can vary among different groups in different societies although there are major gaps in the knowledge in this area, for example, about the situation in the developing world, however, MHP affect women to a larger extent than men in Western countries, CMD occur almost twice as much among women than among men and there is a higher prevalence of substance use among men with MHP than among women internationally, WHO. (2002) Gender and mental health.

Success of any organization, regardless of societal role, is related to the power that comes from employees and their motivation and satisfaction in doing their work. Scholars like Cote and Morgan (2002) define job satisfaction as a person's positive feeling of the position and acceptance of his/her work. Individuals who are motivated to work and are influenced in a positive manner feel comfortable and happy about their jobs. Job satisfaction is not the same as motivation, but they are linked together; motivation is said to be a factor that encourages an individual's satisfaction and acceptance of their jobs. Organizations work hard to reach higher levels of employee job satisfaction by trying to create a good environment for work, improving welfare and ensuring employees engagement (Saari & Judge, 2004)

Employers are not only responsible for planning and organizing work, they are also obliged to provide a healthful workplace, however, from the perspective of employers, MHP are not only a health problem but also a productivity problem. MHP may lead to both productivity loss and loss of human resources. Productivity loss may occur in the case of both presentism and absenteeism. In the case of presentism, the employee is at work but has reduced ability to work and to be productive, for example, depression disorders alone have been estimated to be the

costliest disorders in terms of presentism in the United States, absenteeism due to MHP implies increased costs for the employer, in terms of increased sick leave costs, costs for productivity loss and costs for substitutes and re-recruitments, MHP with an impact on work performance lead to a loss of human resources.(Klachefsky M, 2013).

Work duties that could previously be conducted without problems are now performed in a less effective way, thus having a negative impact on productivity. Work-related MHP are more common among individuals who have jobs with high demands and low social support and in jobs with human contacts, so-called 'contact jobs. Despite the frequent occurrence of MHP in working life, there is a widespread uncertainty among employers about how to handle and meet the needs of employees with MHP, the lack of knowledge about how to deal with MHP in the workplace has led to unnecessary work absenteeism and productivity losses. Sick leave and work absenteeism due to MHP present a public health challenge in Western and developing countries for many, MHP in working life are experienced as being hard to cope with, for the individual, health care professionals and employers, (Harvard Medical School of Harvard University, 2010).

Thus, the positive component of mental health usually refers to individuals in a state of pleasurable psychological experience, with positive emotions, which in turn increase the perception of job satisfaction. Conversely, the negative component of mental health refers to individuals in a depressive mental state, with negative emotions, which in turn decreases the perception of job satisfaction (Labrague LJ, De Los Santos JA, 2021). Moreover (Li S, 2018), reported that the positive component of mental health has a beneficial effect on job satisfaction, while the negative component (i.e., anxiety) of mental health has an adverse effect on satisfaction.

1.2 Problem Statement

Job satisfaction is an essential factor that affects employees' initiative and enthusiasm. A lack of job satisfaction can lead to increased absenteeism and unnecessary turnover in the workplace. Job satisfaction is a major factor in personal satisfaction (Locke, 1976), self-respect, self-esteem, and self-development. Job satisfaction increases the degree of happiness in the workplace, which leads to a positive work approach. A satisfied worker is creative, flexible, innovative, and loyal ("Enotes", 2010). Mental health is a person's state of mind which identifies his or her psychological and emotional stability, it can be coined as the

analysis of human mind, which can be used as a tool to acquire the knowledge of self-awareness. According to the report published by World Health Organization (2001) 1 out of every 4 individuals is recorded to be experiencing mental health problem (MPH). Consequently, causing hypertension, anxiety disorders, over thinking, psychosis, depression, eating disorders and insomnia etc. among individuals across the globe (Dalton and Hammen, 2018). Mental health issues are also observed to influence physical health significantly, bringing major health risks like heart attacks, migraine and other cardiovascular disease etc. (Charvat, Dell and Folkow, 1964). Due to immense work pressure, various work timings and unrealistic deadlines of work makes it difficult for the employees to cope up with their ability due to the hostile nature of the work environment (Dhingra, Gupta and Gupta, 2013). in the health sector especially in Low developing countries like Uganda. Therefore, this study seeks to determine the relationship between mental health and job satisfaction among workers with a case of Uganda Cancer Institute Mulago.

1.3 Purpose of the Study

The purpose of the study is to determine the impact of mental health on employee job satisfaction

1.4 Objectives of the Study

The study was guided by the following objectives;

1. To asses' mental health of workers in Uganda Cancer Institute
2. To asses' job satisfaction of workers in UCI
3. To establish the relationship between job satisfaction and employees' mental health

1.5 Scope of the Study

1.5.1 Geographical Scope

The study covered Uganda cancer institute Mulago, Kampala with a population of 580 staff which includes both mainstream and supportive staff.

1.5.2 Content Scope

The study considered the relationship between mental health and job satisfaction.

1.6 Significance of the Study

The study may be used by government in making policies that can enhance better job satisfaction especially among the health sector workers

The study may also enable managers design mental health interventions which will improve their skills to reduce mental health problem and increase job satisfaction

The result of the study may stimulate on future research on job satisfaction.

1.7 Conceptual Framework

The study will be guided by the conceptual framework below

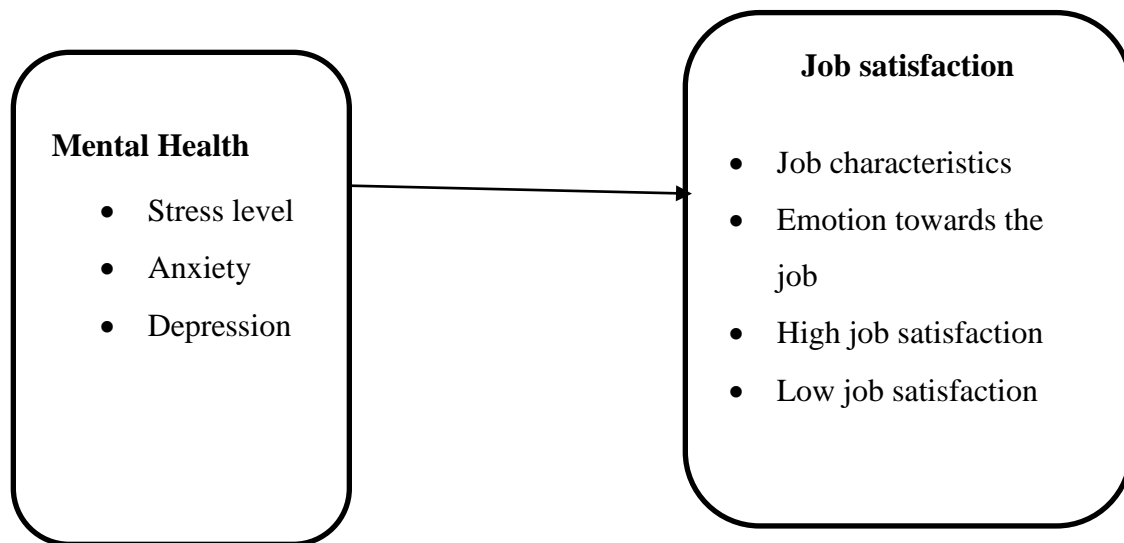


Figure 1: Framework indicates the impact Mental Health has on Job Satisfaction

In the conceptual framework above Mental Health impacts on Job Satisfaction. It shows that Mental Health i.e. stress level, anxiety, depression is related to job satisfaction i.e. job characteristics, emotion towards the job, high job satisfaction, low job satisfaction

Chapter Two

Literature Review

2.0 Introduction

This chapter consists of other scholar's views about Mental Health and Job Satisfaction. It lays out the literature objective by objective as well as gaps identified, and lessons learned.

2.1 Mental Health

Mental health and well-being are related to the mental state of employees. Mental health is related to physiological well-being of individuals. The well-being of individuals is a state in which an individual feel. Mental health had been a prehistoric, vague concept until recent years. According to (Alan and Aaron, 1974) significant rise in population growth has created a negative impact on employment, Therefore, affecting mental health of a person prominently due to the increased pressure of competency. On a global scale, millions have been estimated to be suffering from depression, one of the root causes which makes an employee's less productive in this fast-paced world. Therefore, arising the feeling of anxiety among the people who are not familiar with the term "Mental Health". Upon further research, loss of 1 trillion US dollars in global economy in productivity has been recorded, caused by the poor mental health in employees, (Sime, 2019)

Subsequently, these issue needs to be evaluated and prevented from affecting the professional lives of employees. Mental health is considered as the frame of mind of the employees which determines their future in the company and demonstrates their capability to perform. stress is identified as the most common cause for poor mental health among employees, which occurs when one feels emotional or physical burden. Correspondently, Stress can be termed as disturbance in psychological or emotional well-being which can act as silent killer of one's brain, Hence, it has the potential to give rise to several problems, such as- depression and hypertension. (Eliot, R. S, 1988)

Origin of stress is observed to be over thinking or negative thoughts which can deteriorate anyone's mind-set. Therefore, these kinds of thoughts have potential to turn imaginary events into real-life problems. Thus, causing disruption physically or emotionally. Stress can be classified into three different categories. Stress in mind can affect mental health

such as your thinking capabilities, if someone who follows their heart can then be a victim of emotional stress such as sadness, nervousness loneliness etc. and when these two combines together result in physical stress causing anxiety and depression (Hopkins, J, 2018)

2.2 Impact of poor mental health on workers

Adverse effect on efficiency and performance of employees include decrease in productivity, Increase in absenteeism. Increase in mistakes in work, increase in frustration, the decrease in motivation and job satisfaction. excellence in performance can increase productivity in the organization, whereas Stress in a job can lead to a fall in the performance of the employee. Most Organizations are taking initiatives to improve the mental health of the employees so that the employees can give their best at work. The mental well-being of an employee is linked to productivity, but the capabilities of the employee are also determinants of productivity. The skills of an employee are useful in increasing productivity. To sum-up, the mental state of an employee is dominated by the personality traits, beliefs, and values of the employee. (Converse, Juarez and Hennecke, 2019)

Factors that can influence the mental health of the employees can be outside or inside the organization are conspicuous in this respect. Nonetheless, under certain circumstances stress among employees have considered to be beneficial trait of emotional well-being. Thereby enabling them to push through limits to exhibit their true potential

2.3 Employee job satisfaction

Employee well-being refers to the various aspects of work-life, which have the potential to influence the performance of the employee and organization significantly. The role and the responsibilities of the human resources management in the employee retention and involvement make them an invaluable resource of the organization. Contrarily, the employees of an organization can be considered as valuable assets who have the power to either enhance or to destroy the existing reputation of the organization. Therefore, the performance of the employee remains one of the most crucial reasons for the growth of the organization, in order to maintain competency among the employees, it is important to protect their well-being in an organization and how they are treated within the company's environment, most organizations are increasingly

recognizing employee wellbeing as an important aspect of productivity. (Schultz, Ryan, Niemiec, Legate and Williams, G.C, 2015)

The physical ambiance and atmosphere of the workplace can create a positive as well as a negative impression on the employee's mind and performance as this is the visible setup, which comprises of the decor, lights, equipment's used, and workspace. As employees spend a considerable amount of time in the workplace, it is the responsibility of top management and leaders in an organization to establish encouraging atmosphere and appealing physical ambiance which assists employees in carrying out their designated job role efficiently, Hence, creating a positive effect on the mind of the employee. However, dissatisfaction with the physical environment can hinder smooth performance and can harm well-being of employees. Productivity and well-being of the employees are closely related as productivity is related to performance and performance is achieved from the well-being of employees. The workplace is a social environment, as it comprises of people and their mode of activities and level of individual interaction. explains that the interactions among employees are essential stimulators of well-being for an individual. The web of interactions that are formed in a workplace influence the mental condition of the employee. These interactions can create positive as well as a negative influence in the workplace. A healthy work atmosphere can encourage all the employees to perform better, (Moen, P., Kelly, E.L., Fan, W., Lee, S.R., Almeida, D., Kossek, E.E. and Buxton, O.M, 2016)

2.4 Factors influencing employee mental health

2.4.1 Work environment

The physical environment in the workplace is instrumental in the well-being of the employees. The work environment involves physical settings like sitting arrangements and lighting. Therefore, an uncomfortable physical setting can cause hindrance in the work. The work environment also includes relations among colleagues, positive relations between employees and superiors encourage the employees to perform better as it makes the environment comfortable and motivating for employees to work, interaction between the colleagues also influences the mood of the employees. Consequently, if the employees are not able to adjust in the workplace, it might get difficult to perform at their best, also trust and relationships at work are vital for the well-being of the employees. The leadership in the organization is significant as

they can act as motivator by working for the betterment of company as well growth of their team members. Thereby, it is the responsibility of a team leader to maintain the balance between change and culture with a clear source of communication among employees and ensures smooth flow of communication between top and bottom level employees. Therefore, the leadership style used by the top management can become an instrument in promoting a positive ambience in the organization, (Sudha, K.S., Shahnawaz, M.G. and Farhat, A, 2016)

Individuals having leadership positions can inspire the employees and ascertain positive organizational outcomes. Therefore, motivation provided by leader's act as encouragement to employees. The trust that the management has on the employees often acts as a promising factor towards better well-being. The leadership in an organization gives direction to the employees. An organization is dependent on the analytical and decision-making skills of the leadership in the organization. Therefore, the initiatives taken by the leaders and management in helping the employees fight stressful situations helps in promoting the well-being of employees.

2.4.2 Job control and autonomy

Job control is the extent to which an employee can influence the work environment. Autonomy is the control of the employee on the job itself. Employees having higher control over their jobs are more motivated. Increased involvement of the employees in the job often acts as a motivator of employees. The employee's motivation that comes from increased involvement has a positive impact on their minds thus encouraging them to perform better.

2.4.3 Job load

This factor significantly influences well-being of the employees. The workload can become a reason for the low performance of employees as they may feel that they are not paid enough for given job. If the employees are stressed because of work, they may not be able to give their best. Workload and long working hours can hamper the physical and mental health of employees. Workload refers to the amount of work that is assigned to an employee. However, an individual's perception of workload and work may be different depending how much they are paid. They may consider work assigned to them as workload due to lesser pay. Workload can be classified into qualitative and quantitative. The amount of work to be done presents the qualitative aspect of workload whereas the difficulty level of the job is the quantitative aspect of

workload. Due to this factor, employees tend to experience mental stress, eventually resulting in loss of concentration and alertness which significantly leads to poor performance and an increase in absenteeism and interest at workplace. If the job is monotonous, the employee may not feel like doing it. The potential of the employee is also hampered by monotonous nature of job. Fatigue and monotony influence the mental well-being of employee. Therefore, Hypertension has become a major medical problem faced by people working in the IT sector. Furthermore, workload in this sector is high and it often takes a toll on the health of the employees. (Pescud, M., Teal, R., Shilton, T., Slevin, T., Ledger, M., Waterworth, P. and Rosenberg, M,2015).

2.4.4 Job security

Job security is another most essential factor, which has a direct impact on the mental health of employees as it is concerned with the future of the employee. Uncertainty with the job act as factor of constraint for the employee to excel in their field, if there is no job security and the employees always work with the fear of losing the job, the employee might not be able to perform with full potential. Job security raises the fear of financial security. Job and financial security are a major concern for working people. Uncertainty about the job increases the stress among employees, (De Witte, H., Vander Elst, T. and De Cuyper, N.,2015)

2.5 Anxiety and Job satisfaction

Although there are various definitions of anxiety, it can be defined as 'the negative emotion that the individual feels in situations that threaten his life and future or are perceived as such, originating from outside or inside, (Rachman, 2004). It seems to come from the word 'angere' used. Anxiety, or anxiety with any other use, is very common in the field of mental health. Anxiety; It is one of the most basic emotions in human nature, such as happiness, sadness and fear. Anxiety is a condition caused by the occurrence of many psychological, physiological and behavioral symptoms together, anxiety is a normal emotion that every person can experience. However, it can sometimes be experienced in a pathological way (Spielberger. 1996). Since anxiety impairs both physical and mental health of individuals, it causes a decrease in work efficiency while a certain range of anxiety provides a positive effect, continuous anxiety leads to inefficiency, decreased socialization, and decreased motivation towards job satisfaction.

2.6 Research Hypothesis

The study was guided by the hypotheses;

H1: Mental health (anxiety and depression) has a significant positive correlation with job satisfaction.

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Chapter Three

Methodology

3.0 Introduction

In this chapter, the researcher will describe the methods employed in carrying out the study. They included the research design, area of the study, sampling strategy, instrument, administration, and data management.

3.1 Research Design

This researcher used a non-experimental design called descriptive survey research design. Descriptive survey research is defined as scientific method in which information is collected without changing the environment it includes surveys and fact-finding enquiries of different kinds, which seeks to obtain information that discloses existing phenomenon (Mugenda, 2003). The major purpose of descriptive research design is to describe the situation as it exists at present. The design involves primary research methods for the collection of primary data. The justification for using this design is that it clearly explores the existing status of two or more variables at a given time.

3.2 Population of the Study

The study population included the number of individuals staffs in Uganda Cancer Institute. With the institute having 580 staff that is both mainstream and supportive staff, it will consider it as the study population.

3.3 Sample Size

The study used Yamane (1967), which provides a basic formula to compute the sample size. He will on this note use 95% confidence level and $P = 0.5$ which will be assumed for maximum variability. Yamane (1967) formula can be expressed as seen in equation 3.1 below;

$$n = \frac{N}{1+N(e^2)} \dots\dots\dots 3.1$$

Where;

- n is the sample size

- N is the population
- e is the degree of precision (10%) which corresponds with 90% confidence level.

$$n = \frac{580}{1+580(0.1^2)} = 85.29 \approx 85 \dots \dots \dots 3.2$$

As seen in equation 3.2 above, a sample of 85 respondents will be selected to take part of this study using a probability method of sampling called simple random sampling. The respondents will be selected using a probability method sampling called simple random sampling.

3.4 Instrument and measurement

Data was collected using interviewing method of data collection. This involves the verbal interaction between the researcher and respondents. The researcher will prepare close-ended questionnaires with questions in connection to research questions. The technique will be used because, a sample is controlled more effectively, more information and that too in greater depth can be obtained, also the technique associated with greater flexibility, therefore the researcher has the opportunity to restructure questions so as to reach the research objectives.

The researcher used questionnaires to collect data and they will be self-administered as explained below. A questionnaire consists of questions that researchers have prepared to enlist responses from the selected respondents. In this study, quantitative data will be collected using close-ended questionnaires as well as qualitative data. Closed end questionnaire is preferred for the study because closed-ended questions give an opportunity to the respondents to select an answer from a given number of options. Questions that are closed-ended are conclusive in nature as they are designed to create data that is easily quantifiable. The fact that questions of this type are easy to code will make them particularly useful when trying to prove the statistical significance of a survey's results when it is deemed necessary and also quantitative will help to capture parts that the researcher needs personal view. Therefore, the questionnaire will consist of Section A that will provide questions on the demographics, Section B that ask for knowledge on mental Health, Section C that that ask for the mental health that are common in the working environment which has been encountered by workers and Section D which ask questions on Job satisfaction

3.5 Data Validity and Reliability

Validity of a questionnaire refers to the extent to which it measures what it claims to measure (Mugenda, 2003). In testing validity, the researcher prepared questionnaires and present them to the supervisor for scrutiny and suggestions on the relevance, clarity and suitability of the information. The supervisor then made suggestions which were incorporated into the final draft. Reliability of research instrument refers to the measure of degree to which research instrument yield consistent result or data after repeated trials. To establish the reliability of the research instruments, the researcher administered the questionnaires and pilot test them using 5 (five) respondents after which the researcher made the necessary corrections to the questionnaires.

3.6 Research Procedure

On approval of the research proposal and the questionnaire, the researcher went ahead to seek for an introductory letter from the department of industrial and organizational psychology. The letter will be presented to the principal Uganda Cancer Institute, Mulago in seeking permission to conduct a research. The researcher will introduce herself to the respondent in UCI and seek their consent and data will be collected and once the targeted number of questionnaires has been reached, it will be presented for data analysis.

3.7 Data Management

Responses from the demographic, section A was coded as follows, for gender: Male=1, Female=2, Age; below 30 years =1, 30-39 years =2, 40-49 years =3 and above 50years=4. Education level; Primary=1, Secondary=2, Diploma=3, Bachelor's Degree=4, Master's Degree=5, PhD=6, Other, specify if possible=7. Position held at the organization; Senior manager=1, Manager=2, Officer=3, Junior officer=3, Supportive staff=4. How long you have worked for UCI; 0-2 years=1, 3-4 years=2, 5-7 years=3, Above 7 years=4.

Questions on Mental health and job satisfaction was measured on a Likert scale of 1 to 5 ranging from I strongly Agree, Agree, Neutral, Disagree and strongly disagree. Work life Balance on a Truth scale of 1 to 5 ranging from I strongly Agree, Agree, Neutral, Disagree and strongly disagree.

3.8 Data Analysis

Software Package for Social Scientists (16.0) was used to carry out data entry and analysis. Furthermore, tables, graphs and charts was used to represent the demographic characteristics of respondents such as; age, sex, education level, and job category. Furthermore, the relationship between the dependent and independent variables was addressed.

3.9 Ethical Consideration

The researcher ensured the respondents' consent before involving them in the study. This included briefing the respondents about the research objectives, their roles and how they would benefit from the research. The researcher will also ensure that the respondents' information given is treated with utmost confidentiality while presenting results.

Chapter Four

Data Analysis and Research Findings

4.0 Introduction

This chapter covers data analysis and presentation of the findings. Information gathered through questionnaire was integrated to examine the relationships between depression, anxiety with job satisfaction.

4.1 Biographical information of the respondents

Table 1: *Age of respondents*

		Freque ncy		Valid Percent	Cumulative Percent
Valid	Below 30 Years	20	23.5	23.5	23.5
	30-39	21	24.7	24.7	48.2
	40-49	35	41.2	41.2	89.4
	50 and above	9	10.6	10.6	100.0
	Total	85	100.0	100.0	

As per Table 1 above, majority of the respondents were between the age of 40-49 years of age and with the highest percent of 41.2%, 21 of the respondents were between the age of 30-39 years of age with 24.7%, 20 respondents were below 30 years of age with a percent of 23.5% and only 9 respondents were 50 and above years of age with only 10.6%.

Table 2: *Sex of respondents*

		Frequency		Valid Percent	Cumulative Percent
Valid	Male	46	54.1	54.1	54.1
	Female	39	45.9	45.9	100.0
	Total	85	100.0	100.0	

Table 2 above shows the sex of the respondents, it shows that males (46 and 54.1%) were more than females (39, 45.9%) implying that majority of the respondents were males.

Table 3: *Education of respondents*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PhD	3	3.5	3.5	3.5
	Master's Degree	10	11.8	11.8	15.3
	Bachelor's Degree	32	37.6	37.6	52.9
	Diploma	18	21.2	21.2	74.1
	Secondary	22	25.9	25.9	100
	Primary	0	0.0	0.0	100.0
	Total	85	100.0	100.0	

Table 3 above shows the level of education for the respondents whereby, majority of them had bachelor's degree (32, 37.6%), followed by secondary education (18,25.9%), those with Diplomas were (18,21.2%), PhD (3,3.5%) and Primary (0,0.0%) implying that the majority of the respondents were educated up to degree level.

Table 4: *Marital Status of respondents*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	40	47.1	47.1	47.1
	Single	35	41.2	41.2	88.3
	Others	10	11.7	11.7	100.0
	Total	85	100.0	100.0	

The table above shows marital status of the respondents, those who were married are (40,47.1%), single (35,41.2%) and those under others were (10,11.7%) implying that the total number of respondents were married.

Table 5: *Position held at the organization*

		Frequency		Valid	Cumulative
		Percent	Percent	Percent	Percent
Valid	Senior Manager	10	11.8	11.8	11.8
	manager	15	17.6	17.6	29.4
	officer	15	17.6	17.6	47.0
	Junior officer	15	17.6	17.6	64.6
	Supportive staff	30	35.4	35.4	100.0
	Total	85	100.0	100.0	

The Table above shows position held at UCI by respondents, where by majority of them were supportive staff (30,35.4%), Managers (15,17.6%), officers (15,17.6%), junior officers (15, 17.6) and senior managers (10,1.8%).

Table 6: *Years spent in the organization by the respondents*

		Frequency	Percent	Valid	Cumulative
			Percent	Percent	Percent
Valid	0-2 years	20	23.5	23.5	23.5
	3- 4 years	35	41.2	41.2	64.7
	5- 7 years	16	18.8	18.8	83.5
	7 and above years	14	16.5	16.5	100.0
	Total	85	100.0	100.0	

According to table 6 majority of the respondents have worked for a period of 3-4 years (35,41.2%), (20,23.5%) have worked for a period of 0-2 years, (16,18.8%) have worked for 5-7 years and (14,16.5%) have worked for 7 and above years.

4.2 Inferential Statistics

In this section, the result of the inferential statistics employed in the study are presented. For the purpose of testing the stated research hypothesis, Pearson Correlation Coefficient was calculated

Hypothesis 1: Mental health (anxiety and depression) has a significant positive correlation with job satisfaction

Table 7: Correlation between mental health and job satisfaction

		Anxiety	Depression	Job Satisfaction
Anxiety	Pearson Correlation	1	.286*	.286*
	Sig. (2-tailed)			.067
	N	85	85	85
Depression	Pearson Correlation	.286*	1	.286*
	Sig. (2-tailed)			.053
	N	85	85	85
Job Satisfaction	Pearson Correlation	.286*	.286*	1
	Sig. (2-tailed)	.067	.053	
	N	85	85	85

*. Correlation is significant at the 0.05 level (2-tailed).

In order to ascertain whether there was a significant relationship between mental health and job satisfaction, the Pearson Correlation Coefficient was computed. The result indicates that there was a weak, negative significant relationship between anxiety and job satisfaction ($r = .286^*$, $p = .067$, > 0.05). Therefore, the alternative hypothesis is rejected and concluded that there is a negative significant relationship between anxiety and job satisfaction.

Also the results show a negative significant relationship between depression and job satisfaction ($r = .286^*$, $p = .053$, > 0.05). Therefore, the alternative hypothesis is rejected and concluded that there is a negative significant relationship between depression and job satisfaction.

Chapter Five

Discussion, Conclusion and Recommendations

5.0 Introduction

This chapter provides a detailed discussion of the results of the statistical analyses in relation to the hypotheses by making reference to previous research from various scholars. The discussion is done following the objectives of the study. Furthermore, it highlights the limitations of the study, provides conclusion and recommendations that may prove useful for future research.

5.1 Discussion

5.1.1 Mental health (anxiety and depression) and Job Satisfaction

Hypothesis one stated that there is a negative significant relationship between mental health and job satisfaction

The results emanating from the study also found that there is a negative significant relationship between mental health and job satisfaction and therefore the hypothesis was rejected and concluded that there is a negative significant relationship between mental health and job satisfaction. This finding implies that when mental health (anxiety and depression) is high, the level of job satisfaction decreases and vice versa

This current finding is supported by Sime, C. (2019) who highlighted that mental health is an important component for enhancing job satisfaction. This finding is also in agreement with a study conducted Eliot (1998) that confirmed a negative relationship between mental health and employee's job satisfaction. The employee job satisfaction also leads to an increase in the performance of the employee and reduced the turnover in the organization. Supervisors can responsively help employees in the workplace through expert instructions, feedback, and information which in turn results in positive employee behaviors and outcomes. According to

Paterson et al. (2014), supervisor's support helps to foster responsive work environment which leads to employee job satisfaction. Supervisor support helps employees to increase the commitment and loyalty of employees through job satisfaction (Hossain & Aktar, 2012). This finding is also supported by a study conducted among nurses by Abiodun (2013) who concluded that mental health is important for nurses due to the fact that it helps them to work effectively thus enhancing job satisfaction.

5.2 Limitations to the Study

This study has got the following limitation;

The questionnaires used were self-administered questionnaire and could have led to inconsistency and bias from the respondents when filling a questionnaire

The sample size was small (N=85). Future study of this nature can be strengthened by increasing the sample size as the results of the data analyses and findings may vary substantially when the sample size is increased.

The study was conducted in a single organization (UCI) which limits the generalizability of the results to other organizations. It is therefore suggested that this research study be conducted with respondents from different organizations.

5.3 Conclusion

This study set out to establish the specific relationships between mental health and job satisfaction, job satisfaction. This study used a correlation study cross-sectional study design using a sample of 85 respondents. Pearson correlation co-efficient was used to test the relationship between mental health and job satisfaction.

The results indicated a significant negative relationship between mental health and job satisfaction, implying that employees affected by mental health are less likely to be satisfied with their job.

5.4 Recommendations

Basing on the findings of the current research, the following recommendations are suggested.

It is recommended that supervisors at all level in the organization need to practice supportive type of supervision since this kind of supervision has an influence on mental health and the level of job satisfaction of employees. Employees can only perform to meet organizational objectives if they are mentally ok.

Organizational managers need to find out other factors that may positively influence the commitment of employees since good mental health alone may not positively affect the level of employee commitment. Example can be salaries, promotion etc.

It is also recommended that supervisor need to be trained on supportive supervision so that they move away from the old kind of supervision that mainly focus on controlling employees which leads to poor mental health among employees.

5.5 Areas for Further Research

Basing on the findings of this research, future research can be conducted in in the following areas; This study was limited to a single organization; future research could be conducted with a sample from various organizations to find out if the same findings can be found.

Further study can be conducted on other factors that may influence the level of job satisfaction and commitment apart from mental health for example reward, motivation etc.

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Appendices

Appendix A: Questionnaire

Dear Respondents

My name is Ageno Irene Kandi, a Bachelor of Industrial Psychology student from Makerere University, Kampala, Uganda. I am currently researching “*the impact of mental health on employee Job satisfaction, a case of Uganda Cancer Institute (UCI), Mulago, Kampala*”. I would like to invite you to participate in this study. Your answers will not be shared with anyone outside this project. Your name will not appear anywhere in the report and all the information will be treated with the utmost confidentiality.

SECTION A: DEMOGRAPHICS

[Tick in the one that suits your response OR fill in the right response in space provided]

Gender

1. Male 2. Female

Age

1. Below 30 years 2. 30- 39 years..... 3. 40-49 year..... 4. 50 years and above

Education level

1. Primary..... 2. Secondary..... 3. Diploma 4. Degree..... 5. Masters
6. PhD..... 7. Others.....

Position held at organization

1. Senior Manager..... 2. Manager..... 3. Officers.....
4. Junior officer.....
5. Supportive staff.....

How long have you worked for UCI?

1. 0-2 years 2. 3-4years..... 3. 5-7years..... 4. Above 7 years.....

SECTION B: Questions on depression

Below are several statements on depressions. Please rate your extent of agreement with the following statements. Use the Likert scale of 1-5 where 1= strongly disagree, 2= Disagree, 3= Uncertain, 4=Agree and 5=Strongly Agree.

NO	Statement	1	2	3	4	5
1	Little interest or pleasure in doing things					
2	Feeling down, depressed, or hopeless					
3	Trouble falling or staying asleep, or sleeping too much					
4	Feeling tired or having little energy					
5	Poor appetite or overeating					
6	Feeling bad about yourself or that you are a failure or have let yourself or your family down					
7	Trouble concentrating on things, such as reading the newspaper or watching television					
8	Moving or speaking so slowly that other people could have noticed? Or the opposite-being so fidgety or restless that you have been moving around a lot more than usual					
9	Thoughts that you would have been moving a lot more than usual					

SECTION C: Questions on Anxiety disorder

Below are several statements on Anxiety disorder. Please rate your extent of agreement with the following statements. Use the Likert scale of 1-5 where 1= strongly disagree, 2= Disagree, 3= Uncertain, 4=Agree and 5=Strongly Agree.

NO	Statement	1	2	3	4	5
1	Feeling nervous, anxious, or on edge					
2	Not being able to stop or control worrying					

3	Worrying too much about different things					
4	Trouble relaxing					
5	Being so restless that it's hard to sit still					
6	Becoming easily annoyed or irritable					
7	Feeling afraid as if something awful might happen					

QUESTIONS ON JOB SATISFACTION

SECTION D: use the stamen below to evaluate Job satisfaction

Below are several statements about job characteristics that relates to job satisfaction. Please rate your extent of agreement with the following statements. Use the Likert scale of 1-5 where 1= strongly disagree, 2= Disagree, 3= Uncertain, 4=Agree and 5=Strongly Agree.

NO	STATEMENT	1	2	3	4	5
1	The Work environment at UCI is comfortable and safe					
2	There is good work equipment, good working shift and reasonable working hours					
2	There is reasonable workload and I have opportunity to participate in decision making					
4	My relatives think I sacrificed too much for my job					
5	There is too much job stress and low Joyful working experience in the workplace					
6	There is Reasonable salary in terms of personal effort and outcome achieved and bonus for performance?					
7	There is adequate exercise and leisure activities provided by UCI.					

SECTION D: QUESTIONS ON PTSD

Below is a list of problems that people sometimes have in response to very stressful experience please read and then. Use the Likert scale of 1-5 where 1= strongly disagree, 2= Disagree, 3= Uncertain, 4=Agree and 5=Strongly Agree

NO	STATEMENT	1	2	3	4	5
1.	Repeatedly, disturbing and unwanted memories of the stressful experience					
2.	Repeatedly disturbing dreams of the stressful experience?					
3.	Suddenly feeling or acting as if the stressful experience were actually happening again (as if you were actually back there reliving it)					
4.	Feeling very upset when something reminded you of the stressful experience?					
5.	Having strong physical reactions when something reminded you of stressful experience (for example heart pounding, trouble breathing, sweating)					
6.	Avoiding memories, thoughts or feelings related to stressful experience?					
7	Avoiding external reminders of the stressful experience (for example, people, places, conversations, activities, objects, or situations)?					
8	Trouble remembering important parts of the stressful experience?					
9	Having strong negative beliefs about yourself, other people, or the world (for example, having thoughts such as: I am bad, there is something seriously wrong with me, no one can be trusted, the world is completely dangerous)?					
10	Blaming yourself or someone else for the stressful experience or what happened after it?					
11	Having strong negative feelings such as fear, horror, anger, guilt, or shame?					
12	Loss of interest in activities that you used to enjoy?					
13	Feeling distant or cut off from other people?					

14	Trouble experiencing positive feelings (for example, being unable to feel happiness or have loving feelings for people close to you)?					
15	Irritable behavior, angry outbursts, or acting aggressively?					
16	Taking too many risks or doing things that could cause you harm					
17	Being “super alert” or watchful or on guard?					
18	Feeling jumpy or easily startled?					
19	Having difficulty concentrating?					
20	Trouble falling or staying asleep?					

Thanks for your time

Appendix B: Budget

ITEM	NO OF ITEMS	COST PER UNIT	TOTAL COST
Ream of paper	1	25,000	25,000
Pens	5	1,000	5,000
Transport to the field	5 days	10,000	50,000
Box File	1	5,000	5,000
Airtime	5 days	2,000	10,000
Internet	5 days	2,000	10,000
		TOTAL	105,000

Appendix C: Time Schedule

	MONTH OF THE YEAR 2022				
ACTIVITY	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY
Proposal Writing					
Questionnaire					
Data Collection					
Report Writing					
Report Submission					