

Motivation, Employee Satisfaction and Engagement among Makerere University Employees

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Declaration

I, Kizza Yvonne Asaba declare that the information provided in this research dissertation is my original work and has never been presented for any academic award whatsoever in this or any other university or institutions of higher learning.

Signature 

Date 13/11/2023

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Approval

I hereby certify that this dissertation by Kizza Yvonne Asaba has been prepared under my supervision and it meets the minimum requirements for examinations.

Signature.....

Date.....

Mr. Nsereko Gerald Mukisa

(Supervisor).

Dedication

I dedicate this work to my incredible father and sibling, as a way to honor the love and guidance you have showered upon me. Your love is my driving force, and I hope that this dedication serves as the reminder of the profound impact you have had on my life.

Acknowledgment

I thank God who has always given me wisdom and strength throughout this dissertation. My warm appreciation goes to my family members for the moral and financial support they have given me during this course and throughout my education.

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Abstract

The study aimed at studying the relationship between Motivation, Employee Satisfaction and Engagement among Makerere University Employees of Makerere University. The study adopted a correlation study design with sample size of 52 employees from different colleges. Data was collected from respondents using self-administered standard questionnaire and through Statistical Package for Social Science (SPSS) data was entered and analysed. Results from this study revealed that there was a significant strong positive relationship between motivation and satisfaction among employees of Makerere University implying that highly motivated employees are more satisfied compared to employees who are less motivated. The results also showed that there was a relationship between employee satisfaction and employee engagement. Lastly the result indicated that there was between motivation and employee engagement.

Chapter One

Introduction

Background.

According to Grubb (2011), to successfully cooperate, companies need to find out all possible ways of motivating their employees both intrinsically and extrinsically in order to be satisfied at their workplace because employee satisfaction can lead to commitment, consciousness and honesty of an employee which in turn relates to their engagement

Lil Zhou et al, (2014) proposed that motivation is the process of inducing, inspiring and energizing people to work willingly with zeal. Motivation is an employee's intrinsic enthusiasm and drives the employee to accomplish the activities related to work (Chaudhary & Sharma, 2012). Motivation in form of Rewards and incentives may be established for employees to better accomplish the given goal (Gupta,& Subramanian 2014). Employee empowerment and employee motivation towards organizational tasks have direct and positive relationship (Manzoor, (2012).), motivated employees' works best in the interest of the organizations which leads them towards growth, prosperity and productivity (Manzoor, (2012).) Motivation has got two types, that is to say intrinsic motivation which comes from within and extrinsic motivation which rise from external factors. In fact up to 69% of employers have higher motivation if their efforts are recognized at their work place. Job satisfaction is an individual's emotional response to his / her current job condition, while motivation is the driving force to pursue and satisfy ones needs. Employees are more motivated by flexibility in the workplace, autonomy at work, good interpersonal relationships in the workplace; the possibility of working at their own pace; respect among employees; equal treatment of employees regardless of their age(Rožman et al 2017)

Employee satisfaction is critical for organization success as it contributes to employee's retention, reduces absenteeism and increase productivity (Gregory,2011).

Employee satisfaction is critical because it is the key to better business operations as it increases long-term employee productivity (Kurdi, Alshurideh, & Alnaser, 2020). Engagement however, goes beyond motivation and satisfaction. Employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place (Sageer et al 2012). Satisfied employees can be complacent and unproductive if they are not engaged in their work, otherwise engaged employees may become unproductive and disengaged if they are unsatisfied with their employers. Motivated employees are more likely to be satisfied with their work, and satisfied employees are more likely to be engaged in their work and organization. Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work (Saks, & Gruman 2014)

Employee engagement is a key factor for an organization's success and competitive advantage (Macey, Schneider, Barbera, & Young, 2009; Rich, LePine, & Crawford, 2010). Engagement is harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance. Employee engagement has become a leadership priority as they constantly seek for different methods to keep their work-force engaged (Chandani, Mehta, M., Mall, & Khokhar, (2016).) An engaged employee is one who produces results, does not change job frequently and more importantly is the ambassador of the company at all times. (Chandani et al 2016)

Problem Statement.

Employee engagement is becoming a leadership priority as they constantly seek for different methods to keep their work-force engaged (Khokhar et al (2016). Employee engagement, often considered as a crucial driver of organizational success, and influenced by factors such as motivation and job satisfaction. A highly engaged workforce tends to be more

productive, innovative, and dedicated, which ultimately leads to improved business outcomes (Harvard Business Review, 2013). Organizations struggle to maintain and enhance employee engagement, leading to potential negative consequences, including decreased productivity (Saks, 2006). Despite numerous efforts to enhance employee engagement, many employees continue to feel disconnected, disengaged, and uninspired in their roles (Truss, and Soane, 2013). Therefore the aim of this research is to establish the relationship between motivation, employees satisfaction and employee engagement.

The Purpose of the Study.

The research study is aimed at finding out the impact of motivation on employee satisfaction and engagement among Makerere university employees.

Objectives of the Study.

The research study was guided by the following objectives;

1. To find out whether motivation relates to employees satisfaction among Makerere University employees.
2. To examine the relationship between motivation and engagement.
3. To ascertain whether employee satisfaction is related with engagement.

Scope of the Study.

Geographical scope.

The study was carried out amongst the employees from different departments and colleges of Makerere University.

Conceptual Scope

Motivation is an incentive given by the employer to employees to enable them performs their jobs creditably (Kolawole, et al .201). Motivation is generally viewed as a process through which an individual's needs and desire are set in motion (Ralces and Dunn,

2010). However, motivation is divided into two major types, these include intrinsic and extrinsic. Intrinsic Motivation is a desire to do or achieve something not for enjoyment because one truly wants to and take pleasure or see value in doing so. Extrinsic motivation is the desire to do or achieve something, not for enjoyment of the thing its self but because of doing so leads to a certain result (Pintrinch, 2003)

Employee satisfaction is defined as a measure of how happy workers are with their job and working environment (Sageer; et al 2012,) Employee satisfaction is used to describe whether employees are happy, contended and fulfilling their desires and needs at work

Employee engagement is defined as emotional commitment employees feel towards their organization and the actions they take to ensure the organization's success; engaged employees demonstrate care, dedication, enthusiasm accountability and results focus. Employee engagement is a fluid state that arises due to an individual's positive perceptions of his or her environment (Bass 2011).

Significance of the Study.

The study results may help in designing systems, policies and environment that a sense of motivation and engagement among employees of the university.

The study findings may be used the University to improve and introduce approaches that may ensure employee stability and as well as boosting work engagement.

The study finding may be used by the university administration to come up with polices which will encourage its employees to be effectively engaged with their works. This may help the employees to feel comfortable with their works.

The findings may also be used as reference by the University, students and other organizations who wish to do research on the same variables.

Conceptual Framework.

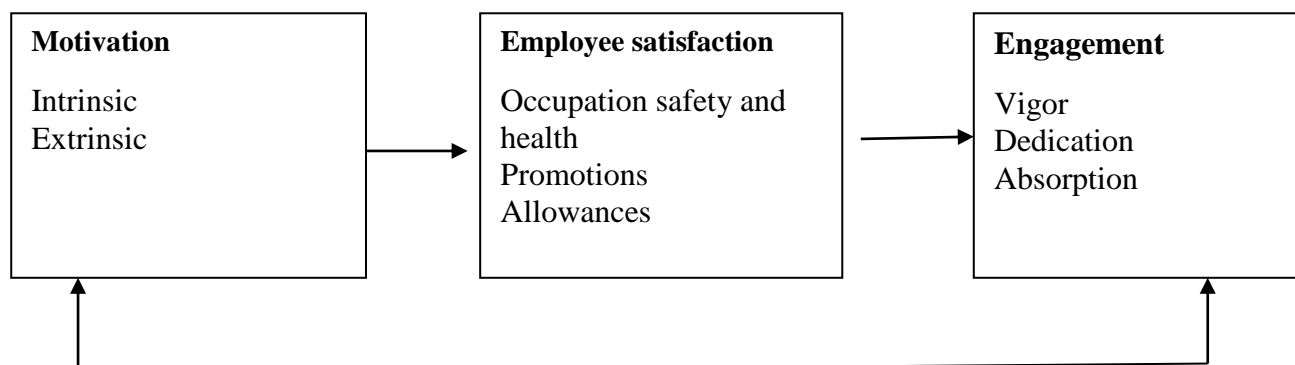


Figure 1: Conceptual framework showing the impact of motivation on employee satisfaction and engagement.

When an employee is intrinsically motivated for example through encouragements, it leads to employee satisfaction because intrinsically motivated employees are happier. When people are aligned with their work, they're less likely to search for new opportunities elsewhere which results into dedication and vigor at work.

On the other hand, when employees are extrinsically motivated that is to say by offering promotions, allowances plus occupation safety and health they are likely to be satisfied because they are guaranteed of their safety at work and also rewarded. This further results to absorption and more dedication among the employees since they feel engaged and more attached to their work and organization.

This in summary shows that motivated employees are more likely to be satisfied with their work and satisfied employees are more likely to be engaged in their work and organization.

Chapter Two

Literature Review

Introduction.

This chapter seeks to present a view of significant theoretical and empirical literature in relation to the research questions being analyzed. The purpose of this study is to determine the impact of motivation on employee satisfaction and engagement among Makerere university employees.

Motivation and Employees Satisfaction

A fundamental factor that can enhance job satisfaction of workers is associated with motivation. When organization motivates employees, they will cooperate and buy in or embrace the organization irrespective of the texture since motivation is a force that drives a person to action and performance (Ose, 2019). Motivation has the tendency to energize, direct and sustain behavior in other words it is the force that propels an employee to achieve goals.

According to Luthans & Dusegun, (2012), the major inspiration for employees is motivation which engenders fulfillment and job dedication and at the same time increases job satisfaction in organizations. According to Ogunrombi & Elogie, (2005) motivation is whatsoever is required to push employees to perform by gratifying or satisfying to their needs. They further pointed out that several definitions of motivation have the same words in a common such as aspiration, needs, requests, aim, goals, wants, endorsements among others. Motivation of librarians plays an important role in library and information centers. Generally motivated librarians are more likely to be satisfied and at the same time productive in organizations. It is a fact that motivation of librarians in academic libraries is vital to research learning and teaching in the university as a whole.

It is believed that motivation is among crucial elements that lead one to ease all their goals. It is the will power with a kind of enthusiasm that leads one to continue to attain greater heights (intrinsic motivation) or external intrinsic source (Singh & Tiwari, 2011). This force drives the individual press forward the actualization of individual's or organizational goals and objectives. Amune (2014) affirmed that an enabling and the comfortable environment could be created by employees when they are motivated and satisfied. Motivated employees could be satisfied and consequently become more productive and organizations. They are more to render value added functions and services to the organization.

Several factors could motivate library personnel to press or push harder to achieve individual or organizational goals. Studies have shown that factors such as good and competitive salary good working conditions, recognition for work done, regular promotion, regular insensitive, participation in decision making, Feedback, cohesive work teams among are factors that enhance motivation of employees. Also Saka & Salman, (2014) Asserted that the extent of motivation directly proportionate to the degree of just job satisfaction among workers and those hard-working staff members that are not motivated would develop and undesirable behaviors at their jobs the superiors and the colleagues. In discussing the factors that increase the level of motivation in institutions such as library and information centres (Kolawole, et al .2015).

Enumerated work arrangements, Training and other professional growth opportunities competitive salary and opportunities for promotion among others as determinants of employees` motivation in organization

Jain (2013). Buttressed that adequate training can motivate employees as they are able to adopt in the 21st century environment and acquire new roles including digital content managers, web designers, networkers and the knowledge brokers

The author further pointed out that for the employees acquire this new school they should be continuously trained and have Computer literacy skills and that if they provided with these facilities and support, they will be motivated and at the same time satisfied with their job.

Employee Satisfaction and Engagement

Thinking about engagement and satisfaction separately may lead likely splitting hairs in the grand scheme of work life. However; strategizing for subtleties of employees experience can yield incredible results. Gallup research found the “teams who score in the top 20% in engagement realize 0.41% reduction in absenteeism and 59% less turnover”. Furthermore, “employees who feel their voice is heard are 4.6 times more likely to feel empowered to perform their work best. Accounting for engagement and satisfaction as equal entities can improve how your organization manages employee’s meets retention, goals and carbs absenteeism.(Gallup, 2013).

Employee engagement and job satisfaction has impact on any organization which leads to turnover and absebtism in term of low performance and low productivity (Ali, & Farooqi, (2014). When employees engage themselves in their work, they enter into an interactive mode comprised of challenges, inspirations, and pride (Garg et al 2018). Employee engagement shows the psychological involvement of employees with work (Zainal et al 2019)

Satisfied employees can be complacent and unproductive if they aren’t engaged in their work. Likewise, otherwise engaged employees may become unproductive and disengaged if they are unsatisfied with their employers. Employee engagement is crucial to retaining variable talent (Brook, 2021) if employees are not satisfied in their jobs they are not likely to be engaged.

According to Prof Dhiresh Kulshretha (2019), employee satisfaction is the foundation upon which employee engagement can grow and thrive. Organizations with genuinely engaged employees have higher retention, productivity, customer satisfaction, Innovation and quality. They also require less training time, experience less illness and have fewer accidents. Employee satisfaction is the minimum entry fee that needs to be met in order for an employee to be fully engaged.

Wang (2013) found that trust in leaders is an important element in driving employee engagement.) added trust with leaders is associated with employee commitment and organization citizenship behavior, which is known as desirable outcome.

Hantula (2015) indicates that the most satisfied employees are those who work in positions that offer them freedom, independence and discretion to schedule work and decide on procedures, autonomy for decision making, as well as opportunities to apply and develop personal skills and competences .

Today, in an economy of technological advances, organization is constantly competing to retain their key employees and avoid high turnover rates by caring about employee satisfaction (Khan et al, 2021 & Kim et al, 2020).

Engaged employees tend to be more productive than disengaged employees, resulting in higher employee satisfaction (Harter et al, 2002).

When workers perceive that their organization believes in engagement oriented policies then it leads toward work place wellbeing (Oliveira et al, 2020).

HR, when implementing employee engagement must make sure that the work force strategies goals of organization. The HR experts will be asked to create better employees engagement and if necessary intervene to improve efforts. (Truss et al, 2012).

Sharma et al (2010) believe that organizations and their staff have synergetic bond in which they are both dependant on each other to achieve their desires. Engagement must then be an on- going process instead of one individual level.

Motivation and Engagement

The study findings are in line with George & Johnes, 2005) who noted that motivating employees make important contributions to their jobs can have a profound impact on organizational effectiveness. (George & Johnes, 2005).

Martin (2007) argued that there is significant synergy across different motivational theories and models and that this can be harnessed to provide direction for integrative motivation and engagement frameworks. Here we focus on one approach to this, the motivation and engagement wheel. Importantly, the groups that were higher on the adaptive factors and lower on the inadapative factors evinced greater work place wellbeing. This this study yielded empirical support for the use of the factors in person- centered research among teachers, and it's important this is extended to the engagement factors and students in future research.

Ryan & Deci (2000) identified three broad areas that related to the needs of motivation and engagement, which were autonomy, competence and psychological relatedness. Autonomy is the need to know and understand not only what to do in a given situation but also how to do it. Competence involves developing skills to manipulate and perhaps even control situations.

Relatedness refers to the social relationship with others (Ryan & Deci, 2002). The SDT was significantly to this research study because it defend the relationship between intrinsic and extrinsic motivation, which is a process by which individuals internalize external factors to develop self- regulation (Towndrow, Koh & Hocksoon, 2008).

Motivation and engagement are closely aligned to success in outcomes (Liem & Martin, 2012). As a result, understanding the relationship between motivation and engagement provided educators with the knowledge to possibly impact student achievement. Hufton, Elliott and Illushin (2002) determined students who displayed characteristics of engagement and motivation, such as self-satisfaction and positive attitude about school, received higher achievement scores. This indicated that intrinsic behavior such as positive attitudes are correlated to engagement and motivation.

Johnson (2005) indicated that teachers who employed non- traditional strategies to influence student achievement, such as group decision making and independent work provided condition to improve student's motivation and engagement. That choice provided self- efficiency and resulted in higher levels of engagement. (Deci, Koestner & Ryan, 2001, Eyal & Rath, 2010, Green et al, 2006).

Teachers may influence motivation and engagement through the development of self- efficacy skills among stakeholders (Martin, 2005).

Despite initial failures, engaged individuals possessed task persistence, which was linked to intrinsic motivation (Brysan & Hand, 2007, Zepke & Leach, 2010).

According to recent Gallup polls, an estimated seventy percent of the U.S work force for example, are either engaged or actively disengaged while at work, leaving many companies looking for solutions to counter low levels of motivation and engagement. Employees appreciate material rewards such as business and free food, they fail to address more effective drivers of long- term engagement and well being (Harvard Business Review 2016).

According to Detienne et al (2020), communicating the positive value of tasks as motivating resources significantly increases employee engagement more than discussing the negative consequences of an incomplete job and framing tasks and jobs in terms of rewards significantly increases their expected attractiveness and inner drive.

Research Hypotheses

The following are the research Hypothesis that guided the research study.

- i. There is a significant relationship between motivation and employee satisfaction
- ii. Employee satisfaction is significantly related to engagement.
- iii. Motivation and engagement are significantly related.

Chapter Three

Methodology.

Introduction.

This chapter describes the research design, population, and sample size, instruments of data collection, data collection procedure, data analysis, quality control, ethical considerations and the validity and reliability of the instruments.

Research Design.

The study adopted a quantitative design and was used a correlational method. Correlation research design was used because the method tries to determine whether and to what extent a relationship exists between two or more variables. The study was interested in this method because it is interested in determining whether a relationship exists between motivation, employee satisfaction and engagement

Population.

The study population of this study included 60 both female and male employees who are currently working in Makerere University and only those willing to participate in the study were targeted for selection. The study covered the views of these employees towards motivation, satisfaction and employees engagement.

Sample size and Design

A Convenience sampling was utilized in this study. In Convenience sampling member of population that are available at a particular time and place are considered to take part in the study. The member who were available at selected colleges and departments were the only ones chosen as part of the sample during the time of data collection. A sample of 52 employees was selected to participate in the study. This was reached at using Krejcie and

Morgan (1970) sampling size determination table and random sampling technique shall be used to reduce on the sampling errors.

Instruments and measurement.

The researcher used questionnaires to collect data about the variables under the study. The questionnaire was comprise four parts; with section A comprising bio data. Section B measured motivation, Section C measured employee satisfaction and section D measured engagement

Motivation was measured using

Data Collection Procedure.

Before the data collection task, I shall obtain an introductory letter from the Makerere university school of psychology seeking for permission and approval to collect data in order to avoid any suspicion. The purpose of the study shall be explained to the participants in order to establish and build confidence among them.

Data Analysis.

Data from the respondents was coded and analyzed using Statistical Package for Social Scientists (SPSS). Frequency tables were generated to further analyze the respondents' bio data and other information about the variables. Pearson's product correlation coefficient was used to establish the relationship between variables.

Quality Control

Reliability;

The reliability of the questionnaire was established by carrying out a pilot study at law development Centre Makerere. The pilot study was comprised 25 respondents. Using a Cronbach coefficient, the researcher correlated with the findings and the accepted reliability of the questionnaire was established.

Validity;

The validity of the questionnaire was computed using the content validity index. The questionnaire was constructed within the objectives of the study and it was edited by the research experts to make independent judgment of the items by rating them on the scale as ‘very relevant’ (1) ‘relevant’ (2), ‘somehow relevant’ (3) and ‘not relevant’ (4).

The ratings were used to compute the content validity index (CVI).

Using the formula
$$CVI = \frac{\text{Items rated 1 and 2}}{\text{Total number of items in the questionnaire}}$$

The obtained ratio of 0.85 was used to ascertain if the items measured the parameters they ought to measure.

Procedure of Data Collection

Before going to the field, an introductory letter was obtained from the School of Psychology, organizational department which helped to introduce the researcher to the target population at the University. The researcher reached out to the Human Resource Manager and when accepted to introduce herself by name and school to the staff members and the target group where she later explained the purpose and objectives of the study and ensure that the obtained information is to be kept confidential. The researcher asked of the people’s willingness to participate and their consent was recruited to the study

Ethical Consideration.

The researcher shall ensure that the respondents participate voluntarily. And the participants have the rights to withdraw from the study at any stage if they wish to do, they shall participate on the basis of informed consent.

The researcher shall ensure privacy, anonymity and confidentiality of respondents.

Chapter Four

Results and Interpretation

Introduction

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

Descriptive Statistics

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

Table 1: Bio Data Information

Variable	Response	Frequency (N)	Percentage (%)
Age Range	18-29	21	40.0
	30-39	22	42.3
	40 -50	8	15.4
	51 and above	1	1.9
Gender	Male	29	55.8
	Female	23	44.2
Marital status	Single	21	40.0
	Married	24	46.2
	Divorced	2	3.8
	Widowed	5	9.6
Highest level of formal education	Diploma	4	7.7
	Degree	17	32.7
	Masters	26	50.0
	Phd	5	9.6
Time spent at work place	< 5 years	24	46.2
	5-10 years	24	46.2
	> 10 years	8	15.4

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

Results in table 1 show that majority of the respondents were aged between 30-39 years (42.3%) and the least were aged between 51 and above years (1.9%). Same table also show that majority of the respondent were male (55.8%) while female (44.2%). The

table further show that majority of the participants were married (46.2%), followed by single respondents (40.0%), followed by widowed (9.6%) and the least were divorced (3.8%). The table also show that most of the respondents were master s degree holders (50.0%) followed degree holders (32.7%), PHD holders were (9.9%).Lastly the table revealed that responds who had worked for less than 5 years were (46.2%), those who had worked for 5-10 years were (46.2%) and the least had worked for above years(7.8%).

Table 2: Inferential Statistics

	1	2	3
Motivation	1		
Employee Satisfaction	.839**	1	
Engagement	.352*	.504**	1

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

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

Testing Hypotheses

The first hypothesis of the study stated that there is a significant relationship between motivation and employee satisfaction. The findings of the study revealed that ($p < 0.01$), the alternative hypothesis is retained and it is concluded that motivation and employee satisfaction are significantly related. This indicated that motivated employees feel more satisfied than less motivated employees.

Hypothesis Two.

The second hypothesis of the study stated that there is a significant relationship between employee satisfaction and employee engagement. The results in table 4 above indicated that ($p < 0.01$) hence accepting the alternative hypothesis and conclude that employee satisfaction and employee engagement are significantly related. This indicates that engaged employees feel more satisfied with work than non-engaged employees.

Hypothesis Three

The third hypothesis of the study stated that there is a significant relationship between motivation and employee engagement. The results from this study indicated that ($p < 0.05$), hence accepting the alternative hypothesis and it is concluded that motivation and employee engagement are related. This implies that motivated employees feel more motivated than non-engaged employees.

Chapter Five

Discussion, Conclusion and Recommendations

This chapter focuses on the discussion on motivation, employee satisfaction and engagement and Makerere University based on results presented in chapter four. It further presents the conclusions and recommendations of the study.

Motivation and Employee Engagement

The first hypothesis of the study stated that there is a significant relationship between motivation and employee satisfaction. The study findings indicated that there is a significant relationship between motivation and engagement.

The study results are consistent with literature which indicated that motivation is a fundamental factor that can enhance job satisfaction of workers (Ose,2019). The research further showed that when organization motivates employees, they will cooperate and buy in or embrace the organization irrespective of the texture since motivation is a force that drives a person to action and performance (Ose, 2019). Motivation has the tendency to energize, direct and sustain behavior in other words it is the force net propels an employee to achieve goals.

The study results are consistent with the study by Luthars dusegun, (2012), which suggested that the major inspiration for employees is motivation which engenders fulfillment and job dedication and at the same time increases job satisfaction in organizations. Ogunrombi & Elogie, (2005) noted that motivation push employees to perform by gratifying or satisfying to their needs. They further suggested that motivated employees are more likely to be satisfied and at the same time productive in organizations.

The findings are in agreement with the previous literature that suggested that motivation is among crucial elements that lead one to ease all their goals. It is the will power with a kind of enthusiasm that leads one to continue to attain greater heights (intrinsic

motivation) or external intrinsic source (Singh & Tiwari, 2011). This force drives the individual press forward the actualization of individual's or organizational goals and objectives Amune (2014) affirmed that an enabling and the comfortable environment could be created by employees when they are motivated and satisfied. Motivated employees could be satisfied and consequently become more productive and organizations. They are more to render value added functions and services to the organization.

The study results are in line with Saka & Salman, (2014) who asserted that the extent of motivation directly proportionate to the degree of job satisfaction among workers and those hard-working employees that are not motivated could develop and undesirable behaviors at their jobs the superiors and the colleagues

Employee Satisfaction and Engagement

The second hypothesis of the study stated that there is a significant relationship between employee satisfaction and engagement the results from this study indicated that there is a significant relation. Impling that engaged employees are more satisfied work compared to non engaged employees.

The study results are in line with study which indicated that engagement and satisfaction as equal entities that can improve on how organization manages employee's meets retention, goals and carbs absenteeism (Brook, 2021). Employee engagement is crucial to retaining variable talent (Brook, 2021) .If employees are not satisfied in their jobs they are not likely to be engaged.

The study results are in line with the study by Dhiresh Kulshretha (2019) who suggested that employee satisfaction is the foundation upon which employee engagement can grow and thrive. Organizations with genuinely engaged employees have higher retention, productivity, customer satisfaction, Innovation and quality. They also require less training

time, experience less illness and have fewer accidents. Employee satisfaction is the minimum entry fee that needs to be met in order for an employee to be fully engaged.

The study findings are in line with Wang (2013) whose results found that trust in leaders is an important element in driving employee engagement. Dirks and Ferrin (2002) added trust with leaders is associated with employee commitment and organization citizenship behavior, which is known as desirable outcome.

The study results are in line with Hantula (2015) who indicates that the most satisfied employees are those who work in positions that offer them freedom, independence and discretion to schedule work and decide on procedures, autonomy for decision making, as well as opportunities to apply and develop personal skills and competences. Engaged employees tend to be more productive than disengaged employees, resulting in higher employee satisfaction (Harter et al, 2002).

Motivation and Engagement

The third hypothesis of the study stated that there is a significant relationship between motivation and engagement. The results from this study indicated that there is a relationship between motivation and engagement. This implies that engaged employees feel more motivation than non-engaged employees.

Engagement is a whole different attitude, it measures two basic things. Affiliation, are employees connecting with the company and efforts are employees working harder than expected. (Luis Velasquez, 2014). Both the motivated employee and the satisfied employees can be excellent performers.

The study finding are in line with the literature which suggested that motivating employees to make important contributions to their jobs can have a profound impact on organizational effectiveness. (George & Johnes, 2005)

The study results are in line with the study by Martin (2007), who argued that there is significant synergy across different motivational theories and models and that this can be harnessed to provide direction for integrative motivation and engagement frameworks. Here we focus on one approach to this, the motivation and engagement wheel. Importantly, the groups that were higher on the adaptive factors and lower on the inadapative factors evinced greater work place wellbeing.

The study results are in line with study by Liem & Martin, 2012 who suggested that motivation and engagement are closely aligned to success in outcomes. As a result, understanding the relationship between motivation and engagement provided educators with the knowledge to possibly impact student achievement.

Conclusion

The first objective of this study was to investigate the relationship motivation and employees satisfaction among Makerere University employees. The findings of this study revealed that there is a relationship between motivation and employee satisfaction implying that employee who are motivated are more likely to be satisfied compared to employees who are not motivated.

The second objective was to investigate the relationship between employee satisfaction and engagement among employees at Makerere University. The results revealed that there is a positive significant relationship between satisfaction and engagement. This implies that employees who engaged are more likely to be satisfied than employees who are not engaged

Lastly the third objective was to investigate the relationship between motivation and engagement employees at Makerere University. The study results revealed that there is a relationship between motivation and engagement. This implies that much as adolescents get social support, they may still use substances.

Recommendations

Employers should put in place employee assistance programs to help motivate employees air out views on causes of dissatisfaction to be rectified thus improve productivity.

Employers are encouraged to more than often reward the employees for the good work done. This shall motivate them to work harder and because they shall feel satisfied with work due to the incentives hence improving their performance levels.

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Appendix I: Questionnaire

SECTION A: PERSONAL DATA

1. Age group in years

a). 18-29 years b). 30- 39 years c). 40 - 49 d) 50 and above

2. Sex of respondent

a). Male b). Female

3. Marital Status

a). Married b). Divorced c). Single d). Widowed

4. Highest Level of Education

a). Certificate b). Diploma c). Degree d). Others Specify.....

5. Time spent at the workplace.

a). Less than 5 years b). 5-10 years c). 10 and above

Section B: Employee Motivation

Read each statement carefully and please tick the most appropriate alternative that is suitable for you and closely corresponds with how motivated you are at work

No.	ITEMS	Strongly disagree	disagree	Neutral	agree	Strongly agree
1.	Seniors and colleagues appreciate you for your work					
2.	Current role lets you grow and develop skills					
3.	I am contented with my salary					
4.	Salary is an important attribute towards employee motivation					
5.	Motivated by the company's vision and mission					
6.	I feel driven to do my best each day					
7.	I'm motivated to go the extra mile on my projects					
8.	My job is interesting and challenging					
9.	I get opportunities to develop new skills					
10.	I feel that I'm contributing to the overall goals of my company					
11.	My manager/ leader has shown sincere interest in my career goals					
12.	My ideas are valued					
13.	I feel that my work is seen and appreciated within my team and Community					
14.	My direct manager entrusts me with a high level of responsibility					
15.	The recognition I receive from my direct manager / leader / coworkers motivates me to do my best					

Section C: Job Satisfaction

Note that, (SA) strongly agree-1, (A) agree-2, (NS)not sure-3, (DA)disagree-4,

(SDA)strongly disagree-5. Please tick one of the responses for every item

No.	Statements	Responses				
		SA	A	NS	DA	SDA
1	I am willing to put in a great deal of effort beyond that is normally expected to help the organization be successful	1	2	3	4	5
2	I talk up this organization to my friends as a great organization to work for	1	2	3	4	5
3	I feel very little loyalty to this organization	1	2	3	4	5
4	I would accept almost any type of assignment in order to keep working for this organization	1	2	3	4	5
5	I find that my values and organization's values are very similar	1	2	3	4	5
6	I am proud to tell others that am part of this organization	1	2	3	4	5
7	I could just as well be working for a different organization if the type of work was similar(R)	1	2	3	4	5
8	This organization really inspires the very best in me in the way of job performance	1	2	3	4	5
9	It would take very little changes in my present circumstances to cause me to leave this organization	1	2	3	4	5
10	I am extremely glad that I chose this organization to work for over others	1	2	3	4	5
11	There is not too much to be gained by sticking with this organization indefinitely	1	2	3	4	5
12	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees	1	2	3	4	5
13	I rarely care about the fate of this organization	1	2	3	4	5
14	For me, this is the best of all possible organizations for which to work	1	2	3	4	5
15	Deciding to work for this organization was an absolute mistake on my part	1	2	3	4	5
16	I feel like being a company man/woman is sensible	1	2	3	4	5
17	If am offered a job in another organization, I would change my job	1	2	3	4	5

EMPLOYEE ENGAGEMENT SCALE

Using the scale given below, please circle the number by each statement that best represents the extent to which you agree with the given statements. Before you start, quickly read through the entire list to get a feel for how to rate each statement. Remember there are no right or wrong answers, and your honest opinion is critical to the success of this study. All your responses will be kept confidential.

1 — Strongly disagree, 2 — Disagree, 3 — Neither disagree nor agree, 4 — Agree,
5 — Strongly agree

	Vigor (VI)	1	2	3	4	5
1.	When I get up in the morning, I feel like going to work.					
2.	At my work, I feel bursting with energy.					
3.	At my work I always persevere, even when things do not go well.					
4.	I can continue working for very long periods at a time.					
5.	At my job, I am very resilient, mentally.					
6.	At my job I feel strong and vigorous.					
7.	Dedication (DE)					
8.	To me, my job is challenging.					
9.	My job inspires me.					
10.	I am enthusiastic about my job.					
11.	I am proud on the work that I do.					
12.	I find the work that I do full of meaning and purpose.					
13.	Absorption (AB)					
14.	When I am working, I forget everything else around me.					
15.	Time flies when I am working.					
16.	I get carried away when I am working.					
17.	It is difficult to detach myself from my job.					
18.	I am immersed in my work.					
19.	I feel happy when I am working intensely.					

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