

Public Service Motivation, Employee Engagement and Task Performance among Public Sector  
Employees of Mpigi District Local Government

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18/U/20211/PS

A Research Dissertation Submitted to the School of Psychology in partial fulfillment of the  
requirements for the award of Bachelor of Industrial and Organizational Psychology Degree of  
Makerere University

March, 2022

## Declaration

I Nakinaalwa Patience, hereby declare that this research dissertation entitled "Public Service Motivation, Employee Engagement and Task Performance" is my original work and it has never been submitted to any Institution for a similar award and that all the sources I have used or quoted have been acknowledged.

Signature.......... Date..24<sup>th</sup>/03/2022

Nakinaalwa Patience

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### Approval

I certify that this research dissertation entitled "Public Service Motivation, Employee Engagement and Task Performance" was done under my supervision and is now ready for submission to the School of Psychology for examination.

Signature Simon Nantamu Date 24/3/2022

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### **Abstract**

The Purpose of this study was to investigate the relationship between public services motivation and its relationship with employee engagement and task performance among workers (staff members of Mpigi District Local Government. The study was intending to achieve objectives: To examine the relationship between public service motivation and employee engagement, to ascertain the relationship between employee engagement and task performance and to determine the relationship between public service motivation and task performance. The study was using sample of 50 respondents who were adopted using sampling technique data was collected using self-administered questionnaires and later analyzed using SPSS (Statistical Package for Social Scientists) version 20.0. The findings show that there was a significant relationship between public service motivation and all components of employee engagement, furthermore the findings show that employee engagement and task performance are positively and significantly related. Additionally, the findings show that public service motivation and task performance are positively and insignificantly related. the study findings recommended that organizational policies, practices and procedures that are aimed at reducing stress levels such introducing flexi work schedules, work breaks etc. should be encouraged because they improve on employee commitment and hence increased task performance.

## CHAPTER ONE: INTRODUCTION

### Background

Since Perry and Wise (1990) described Public Service Motivation (PSM) as an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations, Research on PSM and related topics has grown significantly and globally in several disciplines over the past two decades, Perry JL, Hondeghem A, Wise LR.(2010). PSM literature argued that individuals with high levels of PSM were more likely to perform better in public organizations that allowed them to “deliver services to people with a purpose to do good for others and society” Perry JL, Hondeghem A. (2008). Research shows that employees with high levels of PSM appear to contribute in positive ways to the organization as they are more willing to engage in whistle-blowing to protect the public interest (Brewer and Selden 1998) and also exhibit higher levels of organizational commitment (Crewson, 1997);. Research on the job characteristics model (Fried and Ferris 1987; Hackman and Oldham 1976), argued that employees with high levels of PSM are more likely to experience high levels of autonomy, task identity, and task performance.

The notion of employee engagement has sparked widespread interest over the last decade. Engaged employees are those who give full discretionary effort at work and are highly vigorous and dedicated to their jobs, while disengaged employees are those who are disconnected from work because of low motivation, who do not have the energy to work hard and who are not enthusiastic at work (Bakker, 2008; Towers & Perrin, 2003). Engagement involves the active use of emotional, cognitive and behavioral energies at workplace while working in coherence with the organizations objectives and strategies (Andrew & Sofian, 2012).

Task performance relates to the efficiency i.e. speed vs accuracy in which individual employees are able to complete work-related tasks (Koopmans 2014). It implies behavior that is goal-oriented and that can be scaled or objectively/subjectively measured (Sonnetag et al. 2010).



As these behaviors only encompasses tasks that are prescribed- and formally recognized by the organization as outcomes of the job (Bakker et al. 2012) it is often assessed in line with performance rewards systems.

According to research on engagement and task performance relationship, (Halbesleben 2010) urges that higher levels of work engagement of employees enables companies to obtain or sustain a competitive advantage, because it fuels the task related performance behaviors of their staff. Because engaged employees tend to be highly connected with their work and the goals of the organization Christian et al. (2011) found that these employees want to not only meet but exceed the task-related goals that was set out for them.

In Uganda, according to the cross-country project led by Adam Harris (University College London) conducted with 1,537 public servants in Uganda from 31 government institutions such as the Office of the Auditor General, Mpigi District Local Government etc. under the authorization of the Ugandan Government's Uganda National Council for Science and Technology (UNCST) and the Ministry of Public Service and each institution, results indicated that many employees seeking to remain in the public service despite low job satisfaction and work motivation which according to research is a key hurdle that must be overcome in order for Uganda's public service to become more effective.

In delivering work in public organization, PSM is increasingly an important aspect as without it majority of public servants/ employees will fail to deliver to the expectations, there is need to find out factors that have a significant effect on PSM, employee engagement and task performance. For that matter therefore the research attempts research about how a person's motives oriented mainly to the public institutions can enable them drive personal energies (physical, cognitive and emotional) into their work roles and it's impact on behaviors which only encompasses tasks that are prescribed- and formally recognized by the organization as outcomes

of the job (Bakker et al. 2012)

### **Statement of the Problem.**

Public service motivation is a great concern in the public sector of Uganda due to its serious impact on the engagement and subsequent performance of employees in the Organizations. Thus organizations such as Mpigi District Local Government should devise means to increase the PSM of their staff at all times to enhance individual and organizational performance.

### **Purpose of the Study**

This study purpose examined public services motivation and its relationship with employee engagement and task performance among workers (staff members of Mpigi District Local Government).

### **Objectives of Study**

The study will be guided by the following objectives;

1. To examine the relationship between public service motivation and employee engagement among employees in Mpigi District Local Government.
2. To examine the relationship between employee engagement and task performance among employees in Mpigi District Local Government.
3. To examine the relationship between public service motivation and task performance among employees in Mpigi District Local Government.

### **Scope of the Study**

The content scope of the study was focused on public service motivation, employee engagement and task performance. Public service motivation is conceptualized to refer to as the effectiveness of public organizations (Brewer and Selden, 2000, Perry *et al.*, 2010). PSM denotes motives of employees “to do good for others and shape the well-being of society” (Perry and Hondeghem, 2008). employee engagement is conceptualized as the a type of functional work

involvement linking hard work of employees with enjoyment of the duties (Schaufeli and Bakker, 2001), or as a positive state of mind, related to work and characterized by vigor, dedication, and absorption (Schaufeli *et al.*, 2002). and task performance has been conceptualized to consist all those behavior that is specified in a job description, that leads to the provision of a good or service, or that contributes to the technical core of the organization (Borman and Motowidlo 1993; Rotundo and Sackett 2002; Williams and Anderson 1991) for which individuals are selected and hired, and the completion of such behaviors is quite naturally relevant to the appraisal of individual job performance.

The sampling scope focused on the staff that is, both in the administration and other departments of Mpigi District Local Government.

### **Significance of the Study**

The Research is important as a partial fulfillment of the award of a degree in Industrial and Organizational Psychology.

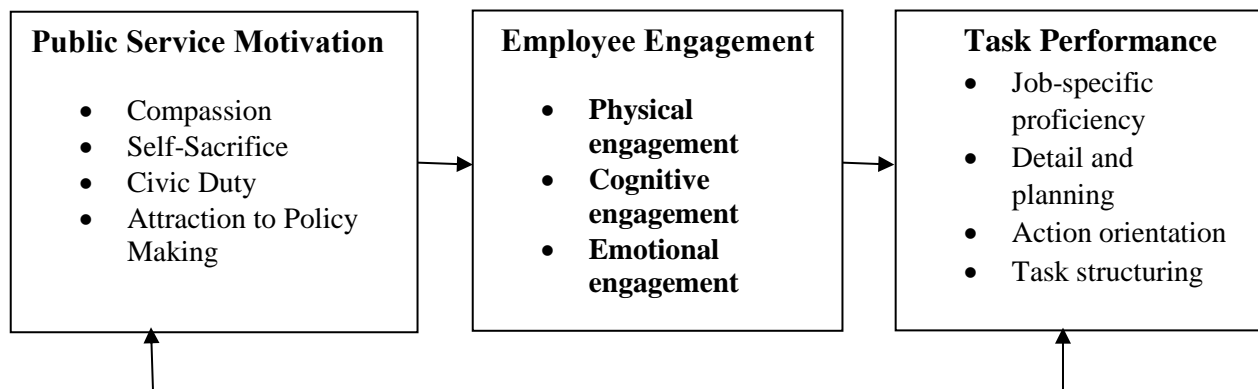
The research informs study different administrator's especially human resource officers from Mpigi District Local Government and other public sector to understand how lack of public service motivation can have adverse effects on both the employees and the organization if not mitigated. Thus can be useful for those in authority to devise means of motivating employees.

The research is an addition to the existing literature on public service motivation and task performance as well as adding knowledge on the usefulness of employee engagement in public service organizations. Therefore, the research findings are useful to researchers conducting further research on these variables.

The research is vital in better understanding public service motivation employee from an employer-employee view and how it's everything for organizations which plan to retain workers

for long as lack of employee motivation in the public sector is detrimental for service delivery.

### Conceptual Framework



*Figure 1: Conceptual framework showing the relationship between Public service motivation, employee engagement and task performance.*

As shown above, public service motivation has been shown to associate with employee engagement (Perry and Hondeghem 2008). Public service motivation is associated with task performance (Hackman and Oldham 1976),. Employee engagement associates with task performance (Christian et al. 2011).

## CHAPTER TWO: LITERATURE REVIEW

### **Introduction**

This chapter comprises the conceptual literature which covers the concept of public service motivation, employee engagement and task performance in depth. Moreover, the chapter involves empirical literature which shows how public service motivation can be related with employee engagement, how public service motivation can be related to task performance and how employee engagement can be related to task performance.

### **Public Service Motivation**

The concepts and theory of public service motivation has been developed in the early 80s from the underlining assumption that there is a form of motivation defined more altruistic than self-serving motives and more common and prevalent in the public than the private sector (Yanti, 2012; Horton, 2008; Perry, 2000). Public service motivation, like other motivation theories, based on a broad motivation concept defined by Perry and Porter (1982) as “the forces that energize, direct and sustain behavior”. Meanwhile, Robbins (2004) defined motivation as “the process that accounts for an individual’s intensity, direction and persistence of effort toward attaining a goal.

Perry and Wise (1990, 2004) mentioned that motivation of public service should be understood as a psychological deficiencies or needs; whereby individual contribute to the public good to satisfy their personal needs. Perry and Wise (1990) described public service motivation as a person’s susceptibility to motives oriented mainly to the public institutions. Later, it has been revised by Wise (2000) the definition to refer to “needs to perform acts of public service and to contribute to the advancement of the quality of life in society”.

The theory of PSM has defined public service motivation as that some individuals have a “predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations” (Perry & Wise, 1990; 386) that induces them “to perform meaningful... public,

community and social service” (Brewer & Selden, 1998; 417). As a result, the theory generally is used to suggest that individuals with greater PSM are more likely (1) to be found working in government because of the opportunities it offers to provide meaningful public service, and (2) to perform better in-and feel more satisfied with- the public sector jobs because they find this type of work intrinsically rewarding. Even a growing body of research provides support for these claims, researcher understands of and confidence still has been limited by a reliance on cross-sectional research design (Wright, 2008).

### **Employee Engagement**

One of the earliest writers to consider engagement (Kahn, 1990), regarded it as a psychological state experienced by employees in relation to their work together with associated behaviors. Kahn, in his first and foremost qualitative study on engagement states, “Engaged employees drive personal energies (physical, cognitive and emotional) into their work roles”. In this connection, psychological experiences were identified as significant and necessary for an employee to invest his/her personal energies into their work role performance. Three psychological conditions were also articulated as a result of this notion; Meaningfulness (identification with one’s work/creative and challenging work, autonomy), safety (elements of social systems) and availability (sense of having physical and psychological resources).

In this context, engagement was presumed as having positive outcomes for both individual as well as organizations. The fulgent beginning of engagement literature with the works of Kahn (1990) has drifted considerable attention and inclination of researchers in recent times. Hence, numerous definitions on engagement have been produced thereafter:

Perrin’s Global Workforce Study (2003) uses the definition “employees’ willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis”. According to the study, engagement is affected by many factors which involve both

emotional and rational factors relating to work and the overall work experience. Gallup organization defines employee engagement as the involvement with and enthusiasm for work. Gallup as cited by Dernovsek (2008) likens employee engagement to a positive employees 'emotional attachment and employees 'commitment. Macey (2009) produced the following working definition, "Engagement is an individual's purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort and persistence directed towards organizational goal'.

Robinson, Perryman and Hayday (2004) define employee engagement as "a positive attitude held by the employee towards the organization and its value". Employee Involvement (EI) is the process of developing "a feeling of psychological ownership among organizational members' and has been implemented via the participation of employees in information processing, decision-making and/or problem solving" (Kearney,1997).

### **Task Performance**

Task performance relates to the efficiency (i.e. speed vs accuracy) in which individual employees are able to complete work-related tasks (Koopmans 2014). It implies behavior that is goal-oriented and that can be scaled or objectively/subjectively measured (Sonnentag et al. 2010). As these behaviors only encompasses tasks that are prescribed- and formally recognized by the organization as outcomes of the job (Bakker et al. 2012) it is often assessed in line with performance rewards systems. Activities that constitute task performance are therefore job specific and will consequently differ between various work related functions. Furthermore, what may constitute task performance behavior in one ICT related project/job may not be viewed as such in another (Taris and Schaufeli 2014), however if present it could lead to increased productivity and overall organizational performance (Sonnentag et al. 2010).

Murphy (1989) was among the first to define the individual job performance construct according to four dimensions of behaviors task, interpersonal, downtime and destructive or hazardous and he defined task performance focuses on performing role prescribed activities, downtime on lateness, tardiness, and absence or broadly the negative pole of time on task, interpersonal on helping others, teamwork ratings, and pro-social behaviors and finally, destructive behaviors on compliance with rules (or lack of it), violence on the job, theft and other behaviors counter-productive to the goals of the organization.

### **Public Service Motivation and Employee Engagement**

Several studies have found that, compared to private employees, public servants present higher levels of dissatisfaction which explains reduced engagement with their job (Baldwin and Farley, 2001; Rainey, 1989; Steel and Warner, 1990). PSM is characterized by altruistic intentions that motivate individuals to serve the public interest (Perry and Wise, 1990). According to Perry and Wise (1990), individuals with high levels of PSM should therefore display significantly higher levels of job satisfaction, performance, and commitment in public organizations in comparison with individuals with lower levels of PSM. Some previous research has shown that work context and job characteristics may play a central role in determining job satisfaction and engagement levels (e.g. DeSantis and Durst, 1996).

As summarized by Moynihan and Pandey (2007,), employees with high levels of PSM appear to contribute in positive ways, as “they are more willing to engage in whistle-blowing to protect the public interest (Brewer and Selden, 1998), they exhibit higher levels of organizational commitment (Crewson, 1997), they believe that their jobs are important, which, in turn, leads them to work harder and becoming more engaged in their work (Wright, 2001), additionally they are more likely to be high performers and enjoy higher job satisfaction, engagement and they are less likely to leave their jobs” (Naff and Crum, 1999).



Many empirical studies support the premise that individuals with more pro-social tendencies or high PSM levels choose jobs in public organizations that provide the opportunities for employees to serve the public, and this choice then resulted in higher job satisfaction and engagement within their jobs Vandenaabeele W. (2008) .Similarly, based on a sample of civil servants employed by local governments in Korea, Kim (2012), revealed that PSM not only was an important independent factor on job satisfaction, but it also had an influence on the engagement levels of employees and hence as a psychological attachment to a particular organization O'Reilly C, Chatman J. (1986), : Allen NJ, Meyer JP. (1993) ,organizational commitment is regarded as one of the consequences of PSM.

Further research has confirmed a positive association between PSM and organizational commitment Levitats Z, Vigoda-Gadot E (2017): Caillier JG.(2016). For instance, Levitas and Vigoda-Gadot (2017) suggested that PSM of public servants not only had a direct effect on their affective commitment, but it also mediated the relationship between emotional intelligence and affective commitment. Likewise, Potipiroon and Ford (2017) found that PSM had a positive direct relationship with organizational commitment when high-intrinsic motivation and ethical leadership were taken into account Indeed, some studies have revealed that PSM is positively related to the work engagement of public servants Bakker AB. (2015) : Jin MH, McDonald B. (2017). Citotto et al.(2016) also suggested that “high levels of PSM are correlated with high levels of engagement” because jobs within the public sector were oriented towards public service, which, in turn, led public employees to work harder with higher levels of dedication, enthusiasm, and involvement.

In another study on Chinese public employees, Zhu et al.(2012) found a strong positive association between PSM and work engagement. Similarly, the study of Cooke et al. (2018) confirmed further that PSM was positively related to employees' work engagement when PSM

was considered as a personal resource. Taken together, work engagement represents a positive psychological state stemmed from work motivation, which includes altruistic motivation and PSM which has a significant relationship with work-related outcomes and job performance, such as job satisfaction, organizational commitment and low turnover intention. Thus, it can be expected that work engagement will play a key role in the link between employees' PSM and their work attitudes.

In conclusion, the literature on PSM has already confirmed that from the beginning until now, PSM has been assessed as having an effect on job satisfaction, and organizational commitment, as well as on employee performance in the public sector (Perry and Wise, 1990; Pandey *et al.*, 2008; Petrovski, 2009; Ban and Vandenberghe, 2009; and Perry *et al.*, 2010). The results of Petrovski's (2009) synthesis of 70 research results concluded that PSM has a significant effect on organizational commitment of employees in the public sector.

### **Employee Engagement and Task Performance**

The notion of employee engagement has sparked widespread interest over the last decade. Engaged employees are those who give full discretionary effort at work and are highly vigorous and dedicated to their jobs, while disengaged employees are those who are motivationally disconnected from work, who do not have the energy to work hard and who are not enthusiastic at work (Bakker, 2008; Towers & Perrin, 2003). One of the earliest writers to consider engagement (Kahn, 1990), regarded it as a psychological state experienced by employees in relation to their work together with associated behaviors. Kahn, in his first and foremost qualitative study on engagement states, Engaged employees drive personal energies (physical, cognitive and emotional) into their work roles which translates into task performance.

It's relatively clear through three decades of research, that positive relationships exist

between employee engagement and numerous conceptualizations of both subjective and objective task performance metrics (Bakker et al. 2012; Saks and Gruman 2014; Shuck 2011). Employee engagement, which refers to a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli et al. 2002), connects individuals emotionally, cognitively and psychologically to their tasks (Bakker et al. 2012) and work (Mazetti et al. 2018). When individuals are engrossed in their work, they work harder, perform better and complete their work-related tasks faster (Mazetti et al. 2018).

Furthermore, what may constitute task performance behavior in one organization or related project/job may not be viewed as such in another (Taris and Schaufeli 2014), however if present it could lead to increased productivity and overall organizational performance (Sonnentag et al. 2010). In effect, this means that a higher level of work engagement of employees enables companies to obtain or sustain a competitive advantage, because it fuels the task related performance behaviors of their staff (Halbesleben 2010). Because engaged employees tend to be highly connected with their work and the goals of the organization, Christian et al. (2011) found that these employees want to not only meet but exceed the task-related goals that was set out for them. Several recent studies have confirmed that engaged employees not only perform well but are willing to go beyond the extra mile for the company (Bakker and Bal 2010; Bakker et al. 2012; Demerouti and Cropanzano 2010).

The continuance of employee engagement goes beyond the traditional notions of job satisfaction, organizational commitment, and job involvement. Engagement involves the active use of emotional, cognitive and behavioral energies at workplace while working in coherence with the organizations objectives and strategies (Andrew & Sofian, 2012). Engaged employees experience greater attachment to their work and their organization, they are more likely to do things that augment organizational effectiveness (Saks, 2008). For instance, engaged employees are

optimistic and spontaneous, they tend to exhibit positive attitudes and proactive behaviors at workplace.

Further Studies have found positive relationship between employee engagement and organizational performance outcomes: employee retention, productivity, profitability, customer loyalty and safety. Researches also indicate that the more engaged employees are, the more likely their employer is to exceed average in its revenue growth. Research also indicates that engagement is positively related to customer satisfaction (Coffman, 2002; Ellis & Sorensen, 2007; Hewitt Associates, 2012; Heintzman & Marson, 2005). Engaged employee consistently demonstrates three general behaviors which improve organizational performance.

Brenda, Esther and Agnes (2015) carried out a research on the effect of employee engagement on organization performance in Kenya's horticultural sector. The study was carried out in flower farms in Kenya. The study concluded that employee engagement is a major determinant of organization task performance in the horticultural sector in Kenya. The study recommended that organization should emphasize on induction training as it will help clarify the roles of employees, thus improving organizational task performance.

Furthermore in their research, Klein 2018; Smith and Haslam (2017), found out that highly engaged ICT professionals may undertake intentional efforts to generate, develop, implement and apply new ideas, processes, products or procedures to enhance organizational efficiency, functioning, effectiveness and competitiveness (De Spiegelaere et al. 2014) which could improve their task related performance (Koopmans et al. 2011).

Finally James (2012) carried out a meta-analysis on the relationship between engagement at work and organizational outcomes. and among the outcomes they studied was task performance hence the result from the research shows that employee engagement is related to task performance and they concluded that the relationship between engagement and task performance at

business/work unit level is substantially and highly generalizable across organizations.

In conclusion despite studies having shown that employee engagement has a positive influence on organizational task performance, however, not all researchers totally agreed with the idea that employee engagement motivates business success and task performance.

### **Public Service Motivation and Task Performance**

While the idea that PSM leads to higher performance of public organizations is straightforward, existing evidence is limited (Brewer, 2008; 2010; and Petrovsky, 2009). There are some results got after conducting a systematic review of published empirical research on the effects of PSM on task performance. To evaluate this possibility, three analyses were conducted, one at the individual level, like the existing studies, one aggregating the data to the organizational level and one aggregating the data to the organizational level with a correction for common-method bias. PSM has thus been argued to lead to higher performance at the level of individual employees, and a high prevalence of employees with PSM has been argued to enhance the task performance of public organizations.

PSM being a need-based theory of motivation (Perry and Wise, 1990; Perry *et al.*, 2008) forms one of the aspects of individuals' work motivation, which is comprised of intrinsic and extrinsic components. Whereas intrinsic motivation is nurtured by rewards inherent in the activity itself, the source of extrinsic motivation are external variables that control behavior as, for example, monetary incentives (Herzberg, 1966; Cameron and Pierce, 2002). Self-determination theory suggests that intrinsic motivation increases in more autonomous work situations and results in more positive attitudinal and behavioral outcomes such as task performance (Deci and Ryan, 1985; Ryan and Connel, 1989) because individuals distinguish to what degree an activity is initiated by themselves (internal locus of causality) or to what degree an activity is forced upon them (external locus of causality) (De Charms, 1968; Weibel *et al.*, 2010). PSM can be understood as one

particular type of intrinsic motivation as people with PSM enjoy the activity of doing good for others and they focus on the meaning, significance, and purpose of tasks (Grant, 2008; Perry *et al.*, 2010). Thus, a positive effect of PSM on individual performance is expected because individuals with high PSM would embrace work characterized by attributes such as high task significance (Perry *et al.*, 2010).

Further against the background of self-determination theory, work on motivation crowding (Frey, 1997; Frey and Jegen, 2001) shows the moderating effect of individuals' perception of external interventions on their motivation. External interventions such as rewards, feedback, and characteristics of the work situation, crowd out intrinsic motivation if employees perceive the interventions to be controlling. Conversely, external rewards can help crowd in intrinsic motivation when perceived as supportive and, thus, enhance the employee's effort. From this perspective, PSM affects the perception of external rewards, making tasks interesting for an individual, which results in increased intrinsic motivation to perform (Moynihan, 2008; Perry and Wise, 1990; Perry *et al.*, 2006; Weibel *et al.*, 2010).

Prior empirical research has established a link between employee attitudes and organizational performance (Ostroff, 1992; Angle and Perry, 1981). The link of major interest is between the average level of PSM in an organization and the performance of that organization. Organizations with a high average level of PSM are expected to perform better than those with a low average level (Kim, 2005). This idea builds upon Brewer and Selden's (2000) and Rainey and Steinbauer's (1999) conceptual models that include PSM as a driver of organizational performance.

The mechanisms linking PSM to organizational task performance can be spelled out further. First, at the individual level, PSM is characterized by a high value congruence between employee and organization (e.g., P-O-Fit; Wright and Pandey, 2008; Christensen and Wright, 2011). At the

organizational level, mission and value-based forms of leadership matter for the development of a strong organizational culture (Hennessey, 1998; Wilson 1989). Organizational cultures can vary in their levels of public service oriented values. A highly PSM infused culture due to high levels of individuals' PSM and leadership based on PSM values is expected to positively affect organizational task performance.

Additionally, organizations vary in the content of their missions and the autonomy they have to pursue them. This variation manifests itself in differences in the ability to recruit highly public service motivated employees or to socialize employees towards higher PSM. Employees with a higher level of PSM indicate a higher person-organization fit in the sense of a complementary fit (Kristof, 1996), leading to an increase of public employees' commitment and satisfaction and a decrease of their turnover intentions (Bright, 2008). Such outcomes can lead to higher levels of organizational task performance according to theoretical work (Etzioni, 1964; Lawler, 1973; Kopelman *et al.*, 1990) and empirical research (Ostroff, 1992; Angle and Perry, 1981).

Finally, although several authors have investigated differences between public and private sector employees in work behaviors and attitudes such as job satisfaction, organizational commitment, and turnover (e.g., Baldwin, 1984; Jurkiewicz & Brown, 1998; Lewis, 1991; Steel&Warner, 1990;Wittmer, 1991;), only a few have tried to link work behaviors such task performance and attitudes to PSM. Crewson (1995, 1997) found that public employees were more committed to their jobs when their reward orientations matched those of their agencies and suggested that this meant that their job performance was also higher, though that argument depends on a strong (unproven) link between job commitment and performance.

## **Hypotheses**

The study tested the following hypotheses:

1. There is a significant positive relationship between public service motivation and employee engagement among employees of Mpigi District Local Government.
2. There is a significant positive relationship between public service motivation and task performance among employees of Mpigi District Local Government.
3. There is a significant positive relationship between employee engagement and task Performance among employees of Mpigi District Local Government.



## CHAPTER THREE: METHODOLOGY

### **Introduction**

This chapter primarily describes the methods used during the data collection process and this includes the research design, population of study, sample size and selection methods, data collection instruments and measurements, quality control (validity and reliability), procedures of data collection, data analysis and management, problems faced during the investigation and solutions.

### **Research Design**

The research design to be employed will be the correlational research design because it will help to examine the relationship between variables and the extent to which they are related.

### **Study population**

All employees at the headquarters of the Mpigi District Local Government, constituted the study population of total of 100 employees in upper positions and those in lower positions comprising of both male and female staff from various departments.

### **Sample Size and Selection Technique**

The researcher used a sample of 50 staff working in Uganda Electoral. The researcher deployed a convenient sampling technique with the help of questionnaires to collect data about the relationship between the variables. The sample size was based on the standardized table of sampling for Krejcie and Morgan (1970). Convenience sampling is a type of non-probability or nonrandom sampling where members of the target population that meet certain practical criteria such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate were included for the purpose of the study Dornyei,(2007). Convenience sampling was used because data was collected in a short period of time, it was cost effective and respondents were available as per the target.

## **Instruments and Measures**

The study employed a structured self-administered questionnaire. The questionnaire had four sections. Section A captured information on bio data for example age, sex, level of qualification, among others. Section B measured for Public Service Motivation adopted from Wright, Christensen and Pandey (2013). It constituted of 12 items scored on a Likert scale ranging from strongly Agree=5 to strongly disagree =1. All items were measured using a 5 point Likert scale with responses ranging from strongly disagree to strongly agree.

Employee engagement questionnaire designed by Schaufelli, W.B., & Salanova, M. (2002) The questionnaire was made up of 19 items scored on a Likert scale of measurement ranging from 1-Strongly Disagree, 2 - Disagree, 3- Neither Disagree nor Agree, 4 - Agree and 5 - Strongly Agree with a Cronbach-Alpha reliability of 0.889.

Section D measured for Task Performance using a scale adopted from by Koopmans et al.(2013) and later improved by Koopmans et al.(2014) with 7 items ranging from strongly agree to strongly disagree.

## **Quality Assurance**

This is concerned with the reliability and validity of the data collection instruments. The researcher ensured validity and reliability of the questionnaire by adopting questionnaires with known and proved measures. Before the instruments were administered to the respondents, the researcher ensured that the measures on the instruments have an alpha coefficient of 0.70 (Nunnaly, 1978).

## **Procedure**

The researcher obtained an introductory letter from the department of industrial and organizational psychology, School of Psychology of Makerere University. Permission to conduct

the study was obtained from the Human resource department of Mpigi District Local Government. The purpose of the study, the methods of data collection and time frame for the study was provided to the employees Mpigi District Local Government. The researcher proceeded to administer the questionnaires to the respondents to collect data. Completed questionnaires were collected from respondents who were given time to have them filled to completion. However, for the respondents with busy work schedules, were given time frame to complete the questionnaires and the researcher collected them thereof and then started data analysis and subsequently report writing.

### **Data Management and Data Analysis**

The data was first entered and analyzed using the Statistical Package for Social Scientists. (SPSS) version 21 developed by International Business Machines (IBM). SPSS is the program of choice because it is software that is comprehensively designed for research and business (Kirkpatrick & Feeney, 2012). The Biodata was analyzed using descriptive statistics that is frequencies and percentages. The hypotheses that; there is a positive significant relationship between public service motivation and employee engagement, public service motivation is significantly and positively related to task performance and employee engagement is significantly related to task performance was tested using the Pearson's Product Moment correlation coefficient( $r$ ). This was preferred since it provided the direction and tested the strength of the relationship that existed between the variables of the study (Hinkle, Wiersma & Jurs, 2003).

### **Ethical Consideration**

A key ethical requirement is confidentiality. Participants were assured confidentiality of the information that they provide. The data was kept anonymous; thus employees were not be asked to reveal their identity. This will helped to increase the response rate and decrease biased self-reporting. In addition, the data collected was only used for the purposes of this study and not any other purpose.

In addition, the researcher obtained the consent of the participants. This involved giving them brief factual information about what the research was about after which they were required to agree to or not to take part in the research.

Respondents were also assured of anonymity. The identity of the participants remains anonymous and they were not required to give their names or addresses or any other personal information that may have reveal their identity. The questionnaires were also kept anonymous.

### **Problems Faced**

The researcher faced the challenge of lack of cooperation from some respondents which led to collection of half-baked data and some questionnaires were not filled due to the sensitivity of the topic under investigation. This was solved by considering the questionnaires filled which were then sent for SPSS Data analysis.

The researcher also faced a challenge in distribution of questionnaire due to the threat of Covid – 19 which has resulted into reduced use of paper materials in order to curb its spread and this is another reason as to why some questionnaires were not filled. This was solved by sanitizing the questionnaires prior to their distribution and following the Ministry of health guidelines on protection against Covid – 19 which some of them were filled well.

## CHAPTER FOUR: RESULTS

### Introduction

This chapter incorporates results and interpretation of the findings in line with the objectives under investigation in the study. The findings for the research presented involve both descriptive and inferential statistics. The descriptive statistics include, age bracket in years, sex of the respondents, marital status, highest level of education, working tenure or time spent working with Mpigi District Local Government, and the inferential statistics will show the correlation between public service motivation, employee engagement and task performance.

### Descriptive Statistics

Under this section, demographic information for respondents are in the tables below;

**Table 1: Respondents' Gender**

Variables	Category	Frequency	% (Percentage)
Gender	Male	28	56.0
	Female	22	44.0
	Total	50	100.0

Findings show that majority of the respondents were males with the highest percentage of (56.0%) and females constituted that lowest percentage of (44.0%). This shows that more than half of the respondent being men is an indicator of gender inequality in the organization hence it is biased on recruitment depending on gender.

**Table 2: Respondents' Age Group**

<b>Variables</b>	<b>Category</b>	<b>Frequency</b>	<b>% (Percentage)</b>
Age Group	18-29	17	34.0
	30-39	28	56.0
	40-49	3	6.0
	50+	2	4.0
	Total	50	100.0

Findings from the table show that majority that majority of the respondents were between 30-39 years constituting (56.0%) and the lowest respondents' age ranged 50 and above years constituting (4.0%). between implying that the organization is committed to offering opportunities to the relatively mature vibrant qualified individuals who can compete favorably and make an impact on the organization.

**Table 3: Respondents' Marital Status**

<b>Variables</b>	<b>Category</b>	<b>Frequency</b>	<b>% (Percentage)</b>
Marital Status	Married	28	56.0
	Divorced	1	2.0
	Single	21	42.0
	Widowed	2	4.0
	Total	50	100.0

Findings from table 3 show that majority of the respondents were married constituting (56.0%) and the least number of respondents were divorced constituting (2.0%) implying that this organization highly values marriage because such comes with responsibility and commitment and it is because married people are not likely to be looking for jobs here and there like their single counterparts.

**Table 4: Respondents' Highest Education Qualification**

<b>Variables</b>	<b>Category</b>	<b>Frequency</b>	<b>% (Percentage)</b>
Education Level	Certificate	10	20.0
	Diploma	8	16.0
	Degree	32	64.0
	Others	0	0.0
	Total	50	100.0

Findings from table 4 show that majority of the respondents were bachelor`s degree holders constituting (64.0%), and the least number of respondents diplomas constituting (16.0%) implying that the organization has taken efforts to recruit at least degree holders and this is because the type of employees who were approached during the data collection process were majorly degree holders.

**Table 5: Working Experience with Mpigi District Local Government.**

<b>Variables</b>	<b>Category</b>	<b>Frequency</b>	<b>% (Percentage)</b>
Tenure	0-5 Years	31	62.0
	5-10 Years	17	34.0
	10+ Years	2	4.0
	Total	50	100.0

Findings from table 5 show majority of employees had worked at Mpigi District Local Government for a period less than five years constituting (62.0%) and the least number of respondents had been in the organization for a period exceeding 10 years constituting (4.0%) implying that the organization had a moderate tenure.

## Inferential Statistics

In this section the correlation between public service motivation, employee engagement and task performance variables in the study are being provided.

**Table 6: Correlation between Public Service Motivation, Employee Engagement and Task performanc**

	Public service motivation	Vigor	Dedication	Absorption	Employee Engagement	Task performance
Public service motivation	x					
Vigor	.35	x				
Dedication	.14	.52	x			
Absorption	.17	.36	.26	x		
Employee Engagement	.13	.88	.81	.76	x	
Task performance	.31	.09	.07	.15	.17	x

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

### The relationship between Public service motivation and Employee engagement

The first hypothesis stated that there is a significant relationship between public service motivation and employee engagement. Results from the study showed that there is a significant relationship between public service motivation and all components of employee engagement.



**The Relationship between Employee Engagement and Task performance**

The second hypothesis stated that there is a significant relationship between employee engagement and task performance. Findings from table 6 also showed that there is a significant relationship between employee engagement and task performance.

**The Relationship between Public Service Motivation and Task performance**

The third hypothesis stated that there is a significant relationship between public service motivation and task performance. Results from the study revealed that there is a significant relationship between public service motivation and task performance.

## **CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

### **Introduction**

This chapter presents the discussion, conclusion and recommendations of the study. It also presents areas for further research in relation to the findings presented in chapter four. The study was set to answer the research objectives.

### **Discussion**

Under this section the relationship between public service motivation, employee engagement and task performance.

### **Public service motivation and Employee engagement**

The first hypothesis stated that there is a significant relationship between public service motivation and employee engagement. Results indicated that there is a significant relationship between public service motivation and employee engagement. This implies that an increase in public service motivation increases or reduces employee engagement through certain factors that come up as a result of motivation such organizational citizenship behaviors, commitment, psychological wellbeing, job satisfaction which results into increased employee engagement among employees.

The findings are in agreement with a number of research findings such as Vandenberghe W. (2008) who in his empirical studies support the premise that individuals with more pro-social tendencies or high PSM levels choose jobs in public organizations that provide the opportunities for employees to serve the public, and this choice then resulted in higher job satisfaction and engagement within their jobs. Similarly, based on a sample of civil servants employed by local governments in Korea, Kim (2012), revealed that PSM not only was an important independent factor on job satisfaction, but it also had an influence on the engagement levels of employees and hence as a psychological attachment to a particular organization O'Reilly C, Chatman J. (1986), :

Allen NJ, Meyer JP. (1993) ,organizational commitment is regarded as one of the consequences of PSM.

The findings are consistent with studies of Zhu et al.(2012) on Chinese public employees, who found a strong positive association between PSM and work engagement. Similarly, the study of Cooke et al. (2018) confirmed further that PSM was positively related to employees' work engagement when PSM was considered as a personal resource. Taken together, work engagement represents a positive psychological state stemmed from work motivation, which includes altruistic motivation and PSM which has a significant relationship with work-related outcomes and job performance, such as job satisfaction, organizational commitment and low turnover intention. Thus, it can be expected that work engagement will play a key role in the link between employees' PSM and their work attitudes.

### **Employee Engagement and Task performance**

The second hypothesis stated that there was a statistically significant relationship between employee engagement and task performance. Implying that an increase employee engagement will lead to an increase in task performance. It's relatively clear through three decades of research, that positive relationships exist between employee engagement and numerous conceptualizations of both subjective and objective task performance metrics (Bakker et al. 2012; Saks and Gruman 2014; Shuck 2011). Employee engagement, which refers to a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli et al. 2002), connects individuals emotionally, cognitively and psychologically to their tasks (Bakker et al. 2012) and work (Mazetti et al. 2018). When individuals are engrossed in their work, they work harder, perform better and complete their work-related tasks faster (Mazetti et al. 2018).

The findings are in agreement with Halbesleben 2010) who urged that a higher level of

work engagement of employees enables companies to obtain or sustain a competitive advantage, because it fuels the task related performance behaviors of their staff because engaged employees tend to be highly connected with their work and the goals of the organization. Further Christian et al. (2011) found that these employees want to not only meet but exceed the task-related goals that were set out for them. Similarly the study findings concur with the recent studies of Bakker and Bal 2010 et al. who have confirmed that engaged employees not only perform well but are willing to go beyond the extra mile for the company.

### **Public service motivation and Task performance**

The third hypothesis stated that there was a statistically significant relationship between public service motivation and task performance. Implying that an increase in public service motivation will lead to an increase in task performance. Previous studies have found a positive relationship between PSM and performance which might indicate that employees who score highly on PSM also have a particularly rosy view of their own or their organization's performance, which may or may not be related to actual efficiency or effectiveness. Although the degree of common-method bias in survey research varies (Bagozzi and Yi, 1990; Doty and Glick, 1998; Spector, 1994), it is a concern about thirteen of the sixteen existing, published studies on the PSM-performance linkage.

The findings are in agreement with the research conducted by Naff and Crum (1999) on cross-sectional survey data from some 10,000 U.S. federal employees, who found a positive relationship between PSM and self-reported individual performance ratings. Furthermore, the result was partially confirmed by a subsequent study done by Alonso and Lewis (2001) with the 35,000 respondents of federal white-collar employees. The survey takes two stages; 1991 Survey of Federal Employees and the 1996 Merit Principles Survey. They found that a significant relationship between PSM and self-reported performance ratings in the 1996 data set but no

significant relationship between valuing service to others and performance appraisals was evident in the 1991 data set.

The study findings are consistent with a study by Bright (2007) who in his study investigated the association between PSM and task performance with the mediation other variables and with the total sample of 205 public health care employees which were randomly drawn from three public organizations in the three states at the three levels of government, found a significant relationship between PSM and self-reported performance. In contradict; the relationship became insignificant when person-organization fit was slot in the model.

## **Conclusion**

The first hypothesis stated that there is a significant relationship between public service motivation and employee engagement. Results from the study showed that there is indeed a significant relationship public service motivation and employee engagement.

The second hypothesis stated that there is a significant relationship between employee engagement and task performance. Findings revealed that that there is a significant relationship between employee engagement and task performance

The third hypothesis stated that there is a significant relationship between public service motivation and task performance. The study concluded from the results that there is a significant relationship between public service motivation and task performance.

## **Recommendations**

Based on the findings of the study, organizational policies, practices and procedures that are aimed at reducing stress levels such introducing flexi work schedules, work breaks etc. should be encouraged because they improve on employee commitment and hence increased task performance.

The study recommends that organizations should strengthen the already existing measures on public service motivation psychological wellbeing to help employees become more motivated in delivering public service while performing their jobs and supervisors should know how to ensure that employees are having high levels of commitment, which will in turn improve their performance.

In order to activate such preventive mechanisms, tailored HR practices should be designed and implemented in public service organizations. These practices must, above all, prevent the rise of low levels of motivation in public service, if distress takes place, help employees to deal with it. Such practices should be linked to job analysis and job design.

In terms of job design, it is important to understand how work contexts cultivate the expression of desired behaviors and emotions without compromising workers' sense of purpose and work engagement. This implies that managers (meant here in the role of organization designers) must be trained to listen to employees, and employees must be coached to participate and take some responsibility in organizational decisions.

Structural architectures of jobs are largely shaped by managers' goals and decisions, without recognizing the service provider's role in shaping these architectures. To this extent, similar to the paradigm shift that lead to the consideration of employees' motivation rather just the efficiency of the tasks as a proper consideration of the employees' sense of purpose and other relational aspects which could increase their engagement levels.

### **Areas for Further Research**

Firstly, the cross-sectional nature of the study hinders the precise detection of cause effect relationships. Future studies should employ a longitudinal perspective to confirm and/or extend our results.

Furthermore, the use of self-reported measures for collecting data could determine

reporting biases, such as the desirability. In future research, the use of a multimodal approach could be used to overcome this issue.

Since the present study did not assess public service motivation, employee engagement and task performance and their impact based on gender, future research should be conducted to assess the relationship between the study variables and their impact on gender in order to identify gender based mechanisms on how best to deal with task performance.

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## Appendix I: Research Questionnaire

### Introduction

Dear respondent, this questionnaire seeks to obtain data on public service motivation, employee engagement and task performance among employees of Mpigi District Local Government. The study is purely for research purposes and your responses will be treated with confidentiality. I kindly request you to spare some time and respond as honestly as possible.

### SECTION A: 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 Mpigi District Local Government.

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

<b>SECTION B: PUBLIC SERVICE MOTIVATION</b>
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**Instructions:** 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 concerning your immediate supervisor. Before you start, quickly read through the entire list to get a feel for how to rate each statement. Remember there is no right or wrong answers, and your honest opinion is critical to the success of this study.

- 1 — Strongly Disagree*  
*2 — Disagree*  
*3 — Neither Disagree nor Agree*  
*4 — Agree*  
*5 — Strongly Agree*

1.	It is important for me to do good for others through my work.	1	2	3	4	5
2.	I care about benefiting others through my work.	1	2	3	4	5
3.	I want to help others through my work.	1	2	3	4	5
4.	I want to have a positive impact on others through my work.	1	2	3	4	5
5.	I want to be useful to society through my work.	1	2	3	4	5

<b>SECTION C: EMPLOYEE ENGAGEMENT SCALE</b>
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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*

	<b>Vigor (VI)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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.	<b><i>Dedication (DE)</i></b>					
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.	<b><i>Absorption (AB)</i></b>					
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.					

**Thank you so much my God bless you.**

### Section C: Task performance

Please read the statements below and tick the most appropriate number to you.

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Not sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

	<b>Item</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	I adequately complete the assigned duties.					
2.	I fulfil responsibilities specified in the job description.					
3.	I perform tasks that are expected of me.					
4.	I meet formal performance requirements of the job.					
5.	I engage in activities that will directly affect my performance					
6.	I neglect aspects of the job I am obligated to perform (R).					
7.	I fail to perform essential duties (R).					

*Task performance scale adapted from Williams and Anderson (1991).*

**Appendix 2****Time schedule**

<b>Activity</b>	<b>Period</b>
Report writing	April to July 2021
Questionnaire construction	August to October 2021
Data collection and analysis	November to December 2021
Dissertation writing	January to March 2022



**Appendix 3****Budget**

Item	Amount (Ugsh)
Internet	50,000
Typing and printing	250,000
Photocopying	50,000
Transport	150,000
Data collection	300,000
Total	750,000