

**THE INFLUENCE OF SUPERVISION SUPPORT ON EMPLOYEE JOB  
SATISFACTION AT THE OFFICE OF THE AUDITOR GENERAL KAMPALA  
UGANDA**

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**UGANDA CHRISTIAN  
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# DECLARATION

## DECLARATION.

I AGNES FAITH NAMUGERE declare to the best of my knowledge that this study is my original work and has never been presented to any academic institution for any academic award.

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DATE.....*4<sup>th</sup> 09/2024*.....

APPROVAL

This is to certify that this study was conducted by AGNES FAITH NJAMUGERE under the supervision of.

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DATE.....04/09/2024

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## LIST OF ACRONYMS

|      |  |
|------|--|
| HRM  | Human Resource Management              |
| IT   | Information Technology                 |
| JSS  | Job Satisfaction Scale                 |
| M&E  | Monitoring and Evaluation              |
| OAG  | Office of the Auditor General          |
| QAAD | Quality Assurance Audit Development    |
| SPSS | Statistical Package for Social Science |
| SSS  | Supervision Support Scale              |

## Table of Contents

|  |                              |
|--|------------------------------|
| APPROVAL.....  | Error! Bookmark not defined. |
| ACKNOWLEDGEMENT.....   | iii                          |
| LIST OF ACRONYMS.....  | iv                           |
| LIST OF TABLES.....  | viii                         |
| ABSTRACT .....   | ix                           |
| CHAPTER ONE.....   | 1                            |
| 1.0 Introduction.....  | 1                            |
| 1.1 Background of the study .....  | 1                            |
| 2 Statement of the problem.....  | 4                            |
| 1.3 Purpose of the study.....  | 5                            |
| 1.4 Objectives.....  | 5                            |
| 1.5 Research Question.....   | 5                            |
| 1.6 Scope of the study .....   | 5                            |
| 1.6.1 Geographical Scope .....   | 5                            |
| 1.6.2 Time scope.....  | 5                            |
| 1.6.3 Content scope.....   | 6                            |
| 1.7 Significance of the study.....   | 6                            |
| 1.8 Justification of the study.....  | 6                            |
| 1.9 Conceptual framework .....   | 7                            |
| CHAPTER TWO.....   | 8                            |
| LITERATURE REVIEW .....  | 8                            |
| 2.0 Introduction.....  | 8                            |
| 2.1 key Concepts .....   | 8                            |
| 2.1.1 Employee job satisfaction .....  | 8                            |
| 2.1.2 Supervision support .....  | 9                            |
| 2.2 Empirical literature .....   | 12                           |
| 2.2.1 Relationship between Supervision Support and Employee Job Satisfaction ..... | 12                           |
| 2.3 Theoretical literature.....  | 13                           |
| 2.4 Summary of the literature .....  | 15                           |
| METHODOLOGY .....  | 17                           |
| 3.0 Introduction.....  | 17                           |
| 3.1 Research design and approach.....  | 17                           |
| 3.2 Area of study.....   | 17                           |

|   |    |
|---|----|
| 3.3 Study population .....  | 17 |
| 3.3.1 Sample size .....   | 17 |
| Table 1: Showing population study and sample size .....   | 18 |
| 3.3.2 Sampling technique and selection .....  | 18 |
| 3.4 Data types and sources .....  | 19 |
| 3.5 Data collection method.....   | 19 |
| 3.5.1 Survey Questionnaires method.....   | 19 |
| 3.5.1.1 Questionnaire tool .....  | 19 |
| 3.6 Data collection procedure .....   | 19 |
| 3.7 Data quality control.....   | 20 |
| 3.7.1 Reliability.....  | 20 |
| 3.7.2 validity.....   | 20 |
| 3.8 Data analysis, presentation, and interpretation .....                                       | 20 |
| 3.9 Regression model and measurement of variables .....   | 21 |
| 3.9.1 Regression Model .....  | 21 |
| 3.9.2 Measurement of Variables.....   | 21 |
| 3.9.2.1 Supervision Support .....   | 21 |
| 3.9.2.2 Employee Job Satisfaction.....  | 22 |
| 3.10 Ethical consideration.....   | 22 |
| CHAPTER FOUR.....   | 23 |
| DATA PESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS .....                                     | 23 |
| 4.0. Introduction .....   | 23 |
| 4.1 Response rate.....  | 23 |
| 4.2 Findings on demographic characteristics of respondents .....                                | 23 |
| Table 4.2.1 shows the gender of the respondents.....  | 24 |
| Table 4.2.2 shows the age of the respondents.....   | 25 |
| Table 4.2.3 shows the Marital status of the respondents.....                                    | 25 |
| Table 4.2.4 shows the level of education of working in the organization of the respondents..... | 26 |
| Table 4.2.5 shows the duration of working in the organization of the respondents .....          | 27 |
| 4.3The influence of supervision support on employee job satisfaction at OAG.....                | 28 |
| Table 4.7 shows the influence of supervision support on employee job satisfaction at OAG. ....  | 28 |
| 4.4The job satisfaction levels of employees at OAG .....  | 30 |
| Table 4.8 shows the job satisfaction levels of employees at OAG. ....                           | 30 |

|   |    |
|---|----|
| 4.5 The strategies that have been put in place to improve employee job satisfaction at OAG. ....                                | 33 |
| Table 4.9 shows the strategies that have been put in place to improve employee job satisfaction at OAG.....                     | 34 |
| 4.6 Understanding employee job satisfaction as a dependent of supervision support in terms of job performance .....             | 37 |
| Table 4.10 shows Understanding employee job satisfaction as a dependent of supervision support in terms of job performance..... | 37 |
| CHAPTER FIVE .....  | 40 |
| SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENTION.....   | 40 |
| 5.0. Introduction .....   | 40 |
| 5.1. summary of the findings.....   | 40 |
| 5.1.1. The influence of supervision support on employee job satisfaction at OAG.....  | 40 |
| 5.1.2. The job satisfaction levels of employees at OAG. ....  | 40 |
| 5.1.3. The strategies that have been put in place to improve employee job satisfaction at OAG.....                              | 42 |
| 5.2.1. The influence of supervision support on employee job satisfaction at OAG.....  | 42 |
| 5.2.2. The job satisfaction levels of employees at OAG. ....  | 44 |
| 5.2.3. The strategies that have been put in place to improve employee job satisfaction at OAG.....                              | 44 |
| 5.3. Recommendations.....   | 45 |
| 5.5. Limitation of the study .....  | 47 |
| 5.6. Further areas of the study .....   | 48 |
| REFERENCES .....  | 50 |
| APPENDICES .....  | 52 |
| UNIVERSITY LETTER .....   | 55 |

## LIST OF TABLES

|  |    |
|--|----|
| Table 1: Showing population study and sample size.....   | 18 |
| Table 4.2.1 shows the gender of the respondents .....  | 24 |
| Table 4.2.2 shows the age of the respondents .....   | 25 |
| Table 4.2.3 shows the Marital status of the respondents.....   | 25 |
| Table 4.2.4 shows the level of education of working in the organization of the respondents.....                                  | 26 |
| Table 4.2.5 shows the duration of working in the organization of the respondents .....   | 27 |
| 4.3The influence of supervision support on employee job satisfaction at OAG. ....  | 28 |
| Table 4.7 shows the influence of supervision support on employee job satisfaction at OAG. ....                                   | 28 |
| Table 4.8 shows the job satisfaction levels of employees at OAG.....   | 30 |
| Table 4.9 shows the strategies that have been put in place to improve employee job satisfaction at OAG. ....                     | 34 |
| Table 4.10 shows Understanding employee job satisfaction as a dependent of supervision support in terms of job performance. .... | 37 |

## **ABSTRACT**

The main objective of this study was to establish the impact of supervisory support on work satisfaction among employees in OAG. Other objectives that guided this study include establishing the relationship between supervisory support and job satisfaction; establishing the degree levels at which employees experience job satisfaction; and establishing the strategies that are employed by OAG to improve the satisfaction of employees. These findings showed that the respondents have had a high level of job satisfaction since the majority seem to enjoy working with the auditor general's office. Most the respondents considered the supervisor at OAG in Uganda as their mentor and role model in fundraising. This supervisor was identified to elicit high performance from team members through encouraging critical thinking, while offering guidance through attainable objectives, teamwork, and improving the sense of unity and cooperation among team members. The findings of the research identified that OAG had initiated various approaches to enhance employee satisfaction, which included but were not limited to mentorship programs, regular coaching and feedback, recognition and rewards systems, enhanced communications, training and development programs, flexibility in work, wellness programs, and other training and development programs.

# CHAPTER ONE

## 1.0 Introduction

The study assessed the influence of supervision support on employee job satisfaction at the Office of the Auditor General (OAG). Motivated by my personal observations and professional experience in the organizational settings, I witnessed how effective supervision significantly enhanced employee morale and productivity, while inadequate supervision often leads to dissatisfaction and high turnover rates. This chapter presents the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, scope of the study, significance of the study and the conceptual framework. The study was guided by the following objectives, to assess the influence of supervision support on employee job satisfaction, to evaluate the job satisfaction levels of employees and to assess the strategies that have been put in place to improve employee job satisfaction at OAG.

## 1.1 Background of the study

Employee job satisfaction is a crucial aspect that profoundly impacts individual well-being and organizational success. As employees, the feelings and evaluations of their jobs play a significant role in their overall happiness and engagement at work. High job satisfaction not only enhances the employees' mental health and life satisfaction but also contributes to improved performance, increased organizational citizenship, and reduced turnover. In the study conducted by Andrade, Westover, and Peterson (2021), the influence of supervisory status on job satisfaction was explored on a global scale. This research delved into the dynamics of work-life balance, motivational rewards, and interpersonal relationships to understand how these factors affect job satisfaction based on whether individuals hold supervisory roles or non-supervisory positions within organizations. The findings of the study revealed intriguing insights into the differences in reported job satisfaction levels between supervisors and non-supervisors across 37 nations. Supervisors tended to exhibit higher levels of job satisfaction compared to non-supervisors, indicating a significant impact of

supervisory status on overall job satisfaction. Interestingly, factors such as job autonomy, societal usefulness of the job, and scheduling flexibility were found to be more influential for non-supervisors than supervisors. Bernard (2005) posits that effective supervision involves superiors influencing subordinates to undertake specific actions. However, conflicts of interest can lead to autocratic management styles, which often result in low employee performance.

Effective supervision encompassed guidance, sharing knowledge, and support given to employees rather than just orders. In fact, appropriate supervisory intervention resulted in the staff being more effective and autonomous, which meant better team performance. The main purpose of supervision was educative for the employees and their empowerment to take on responsibilities so that they grow professionally and contribute in a meaningful way to the organization.

The support of a supervisor is believed to be imperative in achieving commitment, satisfaction, and motivation among the employees at high levels. Consideration on the part of a supervisor, according to Shriesheim&Stodgigill (1975), is essentially important in shaping employee commitment positively. The levels of supervision in both the public and private sectors of Uganda are considered sufficiently lacking and have always resulted in general dissatisfaction on the part of the employees. The major issues recognized affecting organizational performance are weak accountability, soft control mechanisms, and corruption blamed for ineffective supervision. A supervisory commitment-enhancing strategy is important in overcoming such issues to realize effective implementation of organizational goals through the management of workforces more positively.

Fundamentally, it outlined an intimate relationship between supervisory status and job satisfaction; hence, it became the important learning curve for organizations that sought to create an environment of not only job satisfaction but also employee retention. In recognizing such insight and putting it to use, it helped an organization build a better supportive and engaging work environment, leading to greater job satisfaction and well-being for their employees.

## **2 Statement of the problem**

The Office of the Auditor General has managed to develop an enviable record of offering effective supervisory support and enabling employees to derive satisfaction from their job positions. While such achievements are commendable, there was a pressing need for a proper examination of the present arrangement to develop ways through which its limitations can be addressed. This paper sets out a detailed evaluation of the effect of supervisory support on employees' job satisfaction in the OAG. By examining this relationship, the research study strived to identify concrete areas in the current structure where there is a good potential to optimize and improve further. This study principally aimed to provide meaningful information that could lead or inform strategic decisions within OAG. The influence of perceived supervisory support on job satisfaction was useful in the identification of areas that require critical improvement to improve the welfare of employees and, in effect, their performance. It is through deep analysis of these dynamics that this study was to further current efforts by OAG in building a work environment that continued not just to foster high levels of job satisfaction but encouraged continuous growth and development among its employees. In the past few years, both the public and private sectors in Uganda have encountered considerable difficulties associated with insufficient oversight, resulting in employee discontent and less-than-ideal organizational effectiveness (Mwesigwa, 2021; Ssekamanya, 2022). Notwithstanding the Office of the Auditor General's praiseworthy history of providing supervisory assistance, there persists an opportunity to explore the current supervisory framework further to pinpoint areas requiring improvement (OAG Annual Report, 2023). The study further desired offered useful recommendations that shaped improvements in supervisory methods at OAG through a comprehensive assessment of the relationship between supervisory support and employee satisfaction.

The findings were valuable not only for optimizing employee well-being and performance within OAG but also contributed to the broader discourse on organizational management and employee satisfaction. Ultimately, this research aided in the development of more effective supervisory strategies that can foster a supportive and engaging work environment, ensuring the sustained growth and development of employees.

### **1.3 Purpose of the study**

The purpose of the study was to assess the influence of supervision support on employee job satisfaction at the Office of the Auditor General.

### **1.4 Objectives**

The objectives of the study were to.

- i. Assess the influence of supervision support on employee job satisfaction at OAG.
- ii. Evaluate the job satisfaction levels of employees at OAG.
- iii. Assess the strategies that have been put in place to improve employee job satisfaction at OAG.

### **1.5 Research Question**

- i. What is the influence of supervision support on employee job satisfaction at OAG?
- ii. What are the job satisfaction levels of employees at OAG?
- iii. What are the strategies that have been put in place to improve employee job satisfaction OAG?

### **1.6 Scope of the study**

The scope of the study covered three dimensions that is; geographical, time and content scope, these are discussed below in detail.

#### **1.6.1 Geographical Scope**

The study was conducted at the Office of the Auditor General, located at the Audit House, plot 2C Apollo Kagwa Road, Kampala. The organization was chosen because it plays a very important role in the constitutional framework designed to support good governance. As the supreme audit institution, the OAG is responsible for auditing and reporting on the management of public resources by government ministries, departments, agencies and local governments. Its work is essential for ensuring transparency, accountability and the effective use of public funds.

#### **1.6.2 Time scope**

The study took a period of three months; that is May to July 2024, which was long enough to allow the researcher to collect adequate data from the employees at OAG.

### **1.6.3 Content scope**

The study concentrated on assessing the influence of supervision support on employee job satisfaction. The study was guided by the independent variable (supervision support) and dependent variable (employee job satisfaction). It was specifically limited to assess the influence of supervision support on employee job satisfaction, to evaluate the job satisfaction levels of employees, and to assess the strategies that have been put in place to improve employee job satisfaction at the Office of the Auditor General aimed to identify potential areas for optimization and further improvement.

### **1.7 Significance of the study**

- i. The findings were helpful to the Office of the Auditor General because they used them to appreciate their effort in the supervision support towards their employees, their move to optimize on the potential areas identified and made improvements where need be.
- ii. The findings were helpful to the practitioners as they gained insights on effective leadership and supervision support, fostering supportive environments that enhance employee job satisfaction. This research also offered practical strategies for practitioners to improve management skills, create positive work cultures, and prioritize employee well-being for increased productivity and organizational success.
- iii. The findings were of great use to fellow scholars who wished to carryout research on the same study hence they gained valuable insights into the relationship between supervision support and job satisfaction, expanding their knowledge base in organizational behavior and unique perspective to build upon existing theories, inspired new research directions, and contributed to their discourse on organizational psychology.

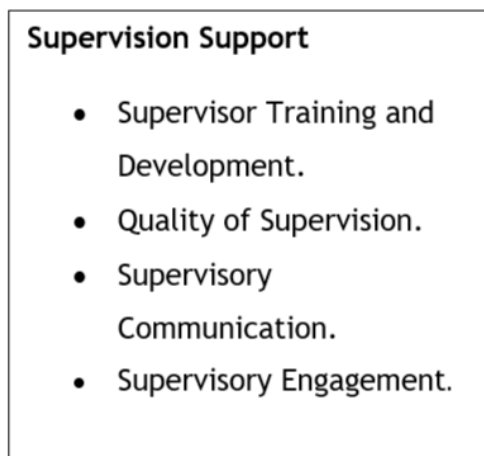
### **1.8 Justification of the study**

This study was undertaken to bridge a gap in understanding how supervision support influences employee job satisfaction within the Office of the Auditor General (OAG). In recent years, both public and private sectors in Uganda have faced significant challenges related to inadequate supervision, leading to employee dissatisfaction and suboptimal organizational performance (Mwesigwa, 2021; Ssekamanya, 2022). Despite OAG's commendable track record in supervision support, there remained an

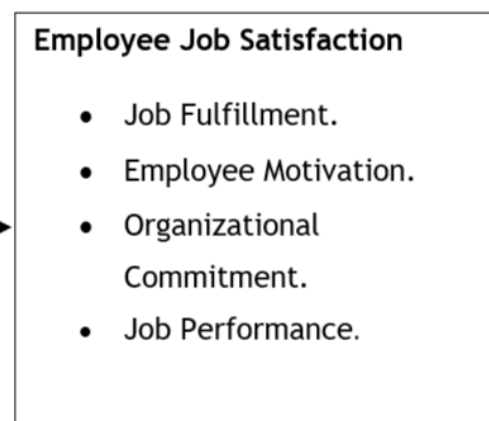
opportunity to delve deeper into the existing supervisory framework to identify areas for enhancement (OAG Annual Report, 2023). By closely analyzing the association between supervisory support and job satisfaction, the study hopes to provide recommendations that could be helpful in the further improvement of supervisory practices at OAG. These findings were only important in ensuring better well-being and performance of employees within OAG but also enriched the wider discourse on organizational management and employee satisfaction. Ultimately, this study led to the establishment of better supervisory practices, which created an enabling and challenging work environment and, as such, ensured continuous growth and development of employees.

### 1.9 Conceptual framework

#### INDEPENDENT VARIABLE



#### DEPENDENT VARIABLE



Source; Giuseppe, (2017) modified by the researcher

The relationship between supervision support and employee job satisfaction is crucial in organizational behavior. Effective supervision was said to have enhanced job satisfaction considerably, and this involved elements such as quality, involvement, communication, and training, among others. According to Giuseppe, 2017, by investigating these dynamics, the OAG strived to improve organizational performance and employee well-being.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter reviews the current literature with respect to the effect of supervisory assistance on employee work satisfaction at the Office of the Auditor General. The literature review encompassed critical ideas, theoretical frameworks, and empirical findings related to the independent variable. This chapter further demonstrates the importance of the proposed research by highlighting the lapses in the corpus of information that currently exists.

#### **2.1 key Concepts**

##### **2.1.1 Employee job satisfaction**

Employee job satisfaction refers to an aspect of the work environment that encompasses components like job fulfillment, motivation, organizational commitment, and job performance. This is a crucial factor since it ensures several aspects of organizational outcomes in terms of productivity, retention of workers, and efficiency. According to Judge et al. (2001), when employees express satisfaction with their jobs, they are more likely to be engaged and show motivation and dedication towards their duties, thus offering better organizational efficiency.

Job fulfillment plays an important role in determining overall job satisfaction. It refers to how satisfied an employee feels with their job duties and responsibilities. Factors such as job autonomy, task variety, and feedback influence job fulfillment. When employees find their work meaningful, challenging, and aligned with their values and goals, they are more likely to be satisfied with their jobs and dedicated to their work (Spector, 1997).

Employee motivation is another crucial aspect of job satisfaction. Motivated employees are more engaged, productive, and contented with their work. Factors like supervisor support, recognition, and growth opportunities impact employee motivation and job satisfaction. Motivated employees exhibit enthusiasm, commitment, and energy towards their work, contributing positively to organizational success (Spector, 1997). By prioritizing employee motivation,

organizations can create a culture that inspires and empowers their workforce to achieve their full potential.

Organizational commitment reflects an employee's loyalty and dedication to their organization. It is a significant predictor of job satisfaction and is influenced by factors such as supervisor support, organizational culture, and job characteristics. When employees feel a sense of belonging, pride, and investment in their organization's success, they are more likely to go the extra mile, align with organizational goals, and stay with the organization long-term (Meyer & Allen, 1991). By fostering organizational commitment, organizations can build a strong, cohesive workforce that is dedicated to the organization's mission and values.

Another significant outcome that is influenced by job satisfaction is job performance. It is a measure of how well an employee meets or exceeds the expectations of the job. Job performance is facilitated by feedback, job autonomy, as well as supervisor support. As indicated by Judge et al. (2001), happy workers are more likely to perform effectively at the workplace and create impact to ensure the success of the organization. Emphasizing job performance and guaranteeing available resources and support, an organization can stimulate creativity, enhance productivity, and facilitate growth.

### **2.1.2 Supervision support**

The supportive supervision practices are an essential subset of organizational behavior and have also received widespread attention regarding their effectiveness concerning job satisfaction and employees' welfare. For instance, Mazoor et al. (2011) and Srivastava (2016) have reported that the efficiency of supervision stems from supervisors' involvement, communicative abilities, nature of supervisory care rendered, and avenues the supervisors may be taken for training purposes. It will require management's support to create a positive workplace environment that promotes employee development, career enhancement, and job satisfaction (Ellinger et al., 2014). Employees are more willing to show interest and enthusiasm, and become committed to their jobs, when they perceive their managers to be supportive (Manzoor et al., 2011).

Improving supervisory support depended mainly on the supervisors' training and development. Those supervisors who have been involved in any efficient training

program can enhance their skills such as team management, clear communication, and providing constructive feedback to their subordinates (Ellinger et al., 2014). Research showed that a competent supervisor has the tendency to develop a supportive environment at the workplace which encourages employees to have a higher level of job satisfaction rate (Manzoor et al., 2011). According to Ellinger et al. (2014), training programs should focus on developing the supervisors' coaching skills, conflict resolution techniques, and interpersonal skills. By investing in the training and development of supervisors, organizations can make sure their middle managers possess competencies and tools that enable them to provide the best supervisory support to their teams.

One of the important aspects of supervisory support is the quality of supervision. Effective supervision is characterized by fairness, consistency, and a concern for the professional growth of staff (Srivastava, 2016). Ellinger et al. (2014) showed that supervisors who offer opportunities for growth, constructive feedback, and clearly spelled-out expectations are more likely to create a positive work environment, therefore further influencing employee job satisfaction. Mazoor et al. (2011) add that effective supervision, therefore, required the setting of well-defined goals and objectives, providing regular feedback and recognition, and encouraging your staff in their professional development. According to Srivastava (2016), employees experienced higher levels of job satisfaction and organizational commitment when perceived that supervisors maintain equity, consistency, and supportiveness in their treatment. By focusing on quality supervision, an organization created a supportive, developmental culture.

Good communication is essential to the help provided by supervision. A supportive work atmosphere is more likely to be fostered by supervisors who listen intently, speak effectively, and give timely feedback (Manzoor et al., 2011). Effective supervisor-employee communication has been linked to increased organizational commitment and work satisfaction, according to studies (Srivastava, 2016). Supervisory communication consists of sharing information, giving comments, and conducting frank discussions with staff members (Ellinger et al. 2014). When employees experience their supervisors as transparent, approachable, and sensitive to their concerns, they will also be more likely to trust their supervisors and feel

satisfied in their jobs (Manzoor et al. 2011). Providing supervisors with the consideration of high importance for effective communication nurtured a culture of trust and support, building strong bonds with their staff.

Supervisory engagement refers to "the degree at which managers are actively involved in the day-to-day operations of their teams" (Ellinger et al. 2014). Higher levels of work satisfaction among workers are assumed to result from the supportive role of an engaged supervisor in extending guidance and feedback towards them (Manzoor et al., 2011). Supervisors who are found to be highly engaged also boost enthusiasm and output at work among employees (Srivastava, 2016). According to Ellinger et al. (2014), supervisory involvement entails being available, attentive, and aware of the needs and worries of their staff. Employees are more likely to be content with their work and dedicated to the company when they perceive that their managers care about their success and well-being (Manzoor et al., 2011). By engaging actively with their teams, supervisors can demonstrate their commitment to employee development and create a culture of support and collaboration.

The training and development programs for supervisors will not only provide them with the skills but also the knowledge on how to conduct their respective teams effectively, communicate, and give constructive feedback. It therefore improves the satisfaction of employees at work. Fairness, consistency, and staff development are manifested by good supervision and ensure a happy workplace environment that is highly job-satisfying. The managers and employees should communicate clearly, stating information, giving criticism and feedback, and discussing matters quite candidly. Most probably, supervisors who communicate clearly, listen carefully, and provide timely feedback tend to generate a better work environment. Furthermore, involvement from the supervisory aspect would guarantee that much support, advice, and feedback are given to all employees, for which the manager needs to be present, available, and attentive to the needs and concerns of the employees. It leads to higher levels of job satisfaction eventually.

## **2.2 Empirical literature**

### **2.2.1 Relationship between Supervision Support and Employee Job Satisfaction**

The study is undertaken to bridge a gap in understanding how supervision support influences employee job satisfaction within the Office of the Auditor General (OAG) in Uganda. Despite OAG's commendable track record in supervision support, there remains an opportunity to enhance the existing supervisory framework. The study seeks to provide actionable insights that can inform strategic improvements in supervisory practices, ultimately contributing to the development of more effective supervisory strategies that foster a supportive and engaging work environment.

According to the available studies, one of the most common indicators of employee work satisfaction is supervision support. Good supervision, categorized by training, quality, communication, and engagement, was found to be leading towards higher levels of job satisfaction, motivation, organizational commitment, and job performance (Manzoor et al., 2011; Srivastava, 2016). Other studies also indicated that the negative impact of work-related stress and burnout on the wellbeing and happiness of workers is buffered by supervisor support. For example, Ellinger et al., (2014) argued that there was a bi-directional relationship between job satisfaction and supervision support. Workers who are satisfied should be more likely to be engaged, motivated, and committed; this should then lead to higher levels of support from one's supervisor and organizational success.

Supervision support is important for establishing a good work environment that fosters employee growth, development, as well as satisfaction (Ellinger et al., 2014). When employees feel supported by their supervisors, they are more likely to be engaged, motivated, and committed to their work (Manzoor et al., 2011). Effective supervision involves providing clear expectations, constructive feedback, and opportunities for growth, which in turn leads to higher levels of employee job satisfaction (Srivastava, 2016). Supervisory communication and engagement are also key components of supervision support, with engaged supervisors being more likely to provide support, guidance, and feedback to their employees (Ellinger et al., 2014). Several factors contributed to job satisfaction, including interpersonal relationships among employees, personal features such as job characteristics, salary, and work-life balance, and outside influences like family situation,

recreation, and instruction. Interpersonal relationships, particularly supervisor support and coworker support, are significant factors in job satisfaction. Supervisor support, which involves managers maximizing employees' attitudes, knowledge, and abilities, can be categorized into types such as intrinsic job characteristics, salary, supervision, supportive colleagues, and favorable working conditions. Supervisor support is positively correlated with job satisfaction and can reduce the negative effects of job stress and burnout

Employee job satisfaction is important for establishing a work environment that enhances employee well-being, engagement, and productivity (Spector, 1997). When employees are satisfied with their jobs, they are more likely to be engaged, motivated, and committed to their work, which in turn leads to higher levels of organizational performance and success (Judge et al., 2001). Job fulfillment, motivation, organizational commitment, and job performance are all key aspects of employee job satisfaction, with satisfied employees being more presumably to contribute to the organization's goals and continue to work with the organization for the long time (Manzoor et al., 2011).

However, existing research often focuses on the broad concept of supervisor support without examining specific supportive behaviors and typically studies this relationship in isolation without considering the broader organizational context and individual differences (Manzoor et al., 2011).

The relationship between supervision support and employee job satisfaction is complex and multifaceted, with various factors influencing this relationship (Judge et al., 2001). Organizational culture, job characteristics, and individual differences can all play a role in shaping the relationship between supervision support and employee job satisfaction (Spector, 1997). Understanding the factors that influence this relationship is essential for developing effective strategies for enhancing supervision support and employee job satisfaction in organizations (Ellinger et al., 2014).

### **2.3 Theoretical literature**

The base of this study was the Herzberg's Two Factor Theory, one of the most well-known paradigms in understanding the variables that influence job satisfaction. In this concept, the two factors influencing job satisfaction fall into two categories:

hygienic elements and motivators. The intrinsic motivators related to satisfaction with the job are autonomy, task identity, growth prospects, etc. On the other hand, the hygiene factors are those external factors such as salary, supervision, and work environment that will either raise or lower job satisfaction.

Based on Herzberg's Two Factor Theory, supervisor support can act both as a hygiene factor and as a motivator in relation to the study of supervision support on employee job satisfaction. Support from the supervisor is likely to act as a motivator when such support offers opportunities for growth, autonomy, and task identity that led to increased job satisfaction. Indeed, for example, staff were likely to be motivated and interested in working if supervisors offered supervisory communication, supervisory involvement, training, and opportunities for promotion through regular feedback. This is because management assisted the staff in developing their competencies that may have led to satisfaction and achievement.

On the other hand, if help from the supervisors was perceived to be necessary for job satisfaction, then that became a hygienic factor. The personnel may have seemed as if they were better motivated and satisfied with their jobs and the company because personnel perceived the immediate bosses as sympathetic and helpful. The bosses who did not provide any assistance, however, may have made the workers unhappy and unmotivated. This is because the managers have failed to create a conducive work environment, where workers can be joyful and contented enough to inspire them in performing their duties.

Herzberg's Two Factor Theory did not point out, however, that a distinction between hygienic elements and motivators must be made when concluding how the job happiness is affected. If other factors such as wage or working conditions were also bad then supervisor support, which is considered a hygiene factor, would not necessarily have led to increased job satisfaction. Conversely, supervisor support would tend to have more proximal positive influences on job satisfaction if viewed as a motivator. This is so because hygienic factors were more likely to have led to extrinsic job contentment whereas motivators would have more likely contributed to intrinsic job pleasure.

The study provided valuable inputs to bring about improvement in employee job satisfaction, realizing the dual role of supervisor assistance playing both a hygiene component and a motivator. OAG learned which elements were most critical for job satisfaction by evaluating the different ways the supervisors assist their staff members and then developed targeted methods to improve supervisory assistance. For instance, OAG revealed that opportunities for growth and routine feedback through effective supervisory communication had been more crucial to job satisfaction than a supportive work environment.

#### **2.4 Summary of the literature**

There was a clear underdevelopment in the literature that allowed for the conduct of additional research about the level of employee job satisfaction and supervision support. Some sites showed an evident lack of attention to work satisfaction within the context of supervisory support; thus, it would suggest that additional research must be conducted to understand its impact on organizational success. These phenomena have not unanimously been agreed upon in the literature regarding how age, work experience, and level of education impinge on job satisfaction; hence, pointing to the dire need for more research studies to clarify such linkages.

Similarly, there were areas of unknown facts related to the impact of supervisor support on job satisfaction of workers. More studies should be conducted to explain the interacting variables, specifically about fairness perception, as a moderator variable, although some research pointed out the positive impacts of supervisor support showing support to the organization or management (Impact of Supervisor Support on Job Satisfaction. A Moderating role of Fairness Perception, 2017). The complete comprehension of the exact association of the supervisors' support to the employees' job satisfaction was not possible because of methodological limitations and due to lack of consensus on the definition of the term and its conceptualization. That identifies and fills the gaps with proper investigation and analysis quite relevant. (Conceptualizing Job Satisfaction and Its Determinants. A Systematic Review of Literature 2019).

In conclusion, the literature on supervision support and employee job satisfaction underscored their pivotal roles in organizational behavior. While effective supervision support and job satisfaction are crucial for fostering employee well-

being, motivation, and organizational success, gaps in research exist, particularly in understanding the impact of demographic factors and the nuanced dynamics between supervisor support and job satisfaction. Addressing these gaps through further comprehensive studies was essential to enhance our understanding of these constructs and informed strategies that promote a positive work environment, employee engagement, and overall organizational performance.

## CHAPTER THREE

### METHODOLOGY

#### 3.0 Introduction

This chapter outlines the comprehensive methodology employed in the study. It includes the research design, population of the study, sample size, sampling method, data collection methods, research procedures, data analysis and presentation, and ethical considerations.

#### 3.1 Research design and approach

The research design for this study was a quantitative approach, which employed a descriptive survey method to assess the influence of supervision support on employee job satisfaction in the Office of the Auditor General (OAG). This design was chosen because it allowed collection and analysis of structured data from a large sample size, which enabled the derivation of projectable results to a larger population.

#### 3.2 Area of study

The study focused on the Office of the Auditor General (OAG) located at the Audit House, plot 2C Apollo Kagwa Road, Kampala. OAG was chosen because it plays a critical role in the constitutional framework designed to support good governance in Uganda.

#### 3.3 Study population

A total of 45 employees at the headquarter were considered, and these included respondents from Finance, HRM, Procurement, M&E, Quality Assurance and Audit Development (QAAD), and IT. These were chosen because they were expected to have the necessary information for the effectiveness of the study.

##### 3.3.1 Sample size

The study was guided by the Krejcie and Morgan's (1970) formula  $n = \frac{N}{1 + N(e)^2}$  which was used to determine the sample size, where n was the sample size, N the study population, 1 was scientifically given and e the confidence interval (0.05).

Therefore, the sample size will be.

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

$$n = \frac{45}{1 + 45(0.05)^2}$$

$$n = \frac{45}{1.1125}$$

$$n = 40$$

**Table 1: Showing population study and sample size**

| Directorate  | Population | Sample size | Sampling technique  |
|--------------|------------|-------------|---------------------|
| Finance      | 7          | 6           | Stratified sampling |
| HRM          | 11         | 10          | Random sampling     |
| Procurement  | 7          | 6           | Stratified sampling |
| M&E          | 2          | 2           | Stratified sampling |
| QAAD         | 7          | 6           | Stratified sampling |
| IT           | 11         | 10          | Random sampling     |
| <b>TOTAL</b> | <b>45</b>  | <b>40</b>   |                     |

Therefore, the table above shows the population size and sample size for each directorate and the sample size is 40 respondents got from a total population of 45 employees from different directorates using stratified and random sampling as the sampling method.

### 3.3.2 Sampling technique and selection

The study was carried out using a combination of random and stratified sampling methods. This approach was chosen because it was more effective in ensuring that each directorate was adequately represented in the sample. The random sampling method involved randomly selecting participants from the overall population, ensuring that everyone had an equal chance of being chosen. This helped reduce bias and ensured the sample is representative of the entire population. On the other hand, the stratified sampling method involved dividing the population into distinct subgroups and then randomly sampling from within each stratum. This ensured that each subgroup was adequately represented in the final sample.

By using both random and stratified sampling methods, the researcher was able to obtain a representative sample of the overall population and ensured adequate representation of the different directorates within the organization. This was

particularly important because the researcher was able to gather data from different directorates such as Finance, HRM, Procurement, M&E, QAAD, and IT.

### **3.4 Data types and sources**

The study involved both primary and secondary data.

Primary data is collected using survey questionnaires which consist of structured or closed-ended questions for ease of administration.

Secondary data is data that has already been collected for other purpose but can still benefit the study, such as the OAG annual report of 2023 were reviewed to collect some information, as well as journals and articles from the internet were also used.

### **3.5 Data collection method**

#### **3.5.1 Survey Questionnaires method**

Structured and closed-ended questions were used in the survey questionnaires which facilitated easy administration and ensured that participants provided relevant information. This method allowed efficient data collection, hence helped minimize errors and limited bias from the researcher as the respondents had an opportunity to express themselves freely.

##### **3.5.1.1 Questionnaire tool**

A questionnaire tool was used to collect information from respondents through a structured set of questions. It was an important component of the survey questionnaire method, which aimed to gather quantitative data from a target audience. It typically consisted of a mix of close-ended and open-ended questions, which allowed respondents to provide detailed and concise information.

### **3.6 Data collection procedure**

The researcher obtained an introductory letter from the faculty of Business and Administration at Uganda Christian University, after which she sought permission from the Auditor General of OAG to allow her gain access to the case study in order to collect data, she used the lottery technique for the random sampling method to reduce bias in selecting respondents from some directorates, then set a date and distributed the survey questionnaires to the different directorates in accordance

with the sample size. The research then set a date to collect the answered survey questionnaire and analyzed the data collected.

### **3.7 Data quality control**

According to Kothari (2009), reliability and validity are two fundamental concepts in research that ensured the quality and accuracy of research findings.

#### **3.7.1 Reliability**

Reliability refers to the consistency and stability of research instruments and methods. It measured how well the instruments were used to produce consistent results under the same conditions. And to ensure reliability, the following was followed.

The survey questionnaires were piloted and ensured that the results were consistent and reliable over time.

The data was entered accurately and consistently using standardized formats and codes to minimize errors.

#### **3.7.2 validity**

Validity is the degree to which research instruments and methods measure what they are supposed to measure. Kothari, (2009).

The survey questionnaires were designed and ensured that they measured the intended constructs and concepts, hence the data collected was relevant and meaningful.

The study used the established theoretical frameworks and concepts that guided the data collection and analysis, which ensured that the data collected was a reliable representation of the constructs measured.

The survey questionnaires were designed in a clear, concise, and easy way to understand which ensured accurate response to the questions.

### **3.8 Data analysis, presentation, and interpretation**

The data was analyzed and coded using statistical software which identified significant differences in job satisfaction levels between the employees, behavioral changes from the influence of supervision support on the employee job satisfaction and the strategies that were put in place to improve employee job satisfaction. The

data was summarized using descriptive statistics, identified different trends between the employees and the findings were presented in form of tables and figures.

### **3.9 Regression model and measurement of variables**

According to Kothari, (2009), regression is the determination of a statistical relationship between two or more variables. In context of this study, the research focused on only two variables which were, supervision support (independent variable) and employee job satisfaction (dependent variable) in the following way.

#### **3.9.1 Regression Model**

The study purposed to establish the state of Uganda's workforce at OAG in their jobs regarding supervision support. In this research, a simple linear regression model was used to test the relationship existing between employee job satisfaction and supervision assistance. In measuring the dependent variable, employee job satisfaction, the work satisfaction scale was utilized while the supervision support scale was utilized in testing the independent variable, that is, supervision support. The following is how the model went on to describe the measures that were employed.

$$EJS = \beta_0 + B_1SS + \varepsilon$$

Where.

*EJS* is Employee Job Satisfaction

$\beta_0$  is the constant

*SS* is Supervision Support

$B_1$  is the regression coefficient representing the change in employee job satisfaction for one-unit change in supervision support

$\varepsilon$  is the error of term

#### **3.9.2 Measurement of Variables**

##### **3.9.2.1 Supervision Support**

Supervision support was measured using a standardized scale, the Supervision Support Scale (SSS) developed by Ellinger et al. (2014). The SSS assessed various

aspects of supervision support, including training and development, quality of supervision, supervisory communication, and supervisory engagement.

Data on supervision support was collected through a survey questionnaire which was administered to employees in the OAG. The survey questionnaire included questions that assessed the level of support provided by supervisors in terms of training and development, quality of supervision, supervisory communication, and supervisory engagement.

### **3.9.2.2 Employee Job Satisfaction**

Employee job satisfaction was measured with the use of a standardized instrument which is Spector's (1997) Job Satisfaction Scale or JSS. The JSS gives a measure of the various components of job satisfaction: namely, job performance, motivation, organizational commitment, and job fulfillment.

A questionnaire regarding their job satisfaction was distributed to all employees in the OAG. The questionnaires contained questions that analyzed the employees' job satisfaction regarding fulfillment, motivation, commitment towards the organization, and job performance.

### **3.10 Ethical consideration**

The study was conducted in accordance with the principles of ethical research and several considerations were employed to ensure integrity and validity of the research. To maintain confidentiality, all data collected during the study was anonymized, stored securely, and all information was treated with the utmost confidentiality. This was particularly important in a workplace setting where employees seemed hesitant to share their personal experiences and opinions. Additionally, informed consent was obtained from all participants before data collection began and they were provided with detailed information about the study and its benefits.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

#### **4.0. Introduction**

This chapter presents the data presentation, analysis, and discussion of findings collected for this research study on the influence of supervision support on employee job satisfaction at the Office of the Auditor General (OAG) in Uganda.

The research employed a quantitative approach, utilizing a descriptive survey method to gather structured data from a sample of 40 employees across various directorates at the OAG headquarters. This design was selected to enable the collection and analysis of data from a large sample, allowing for the derivation of projectable results to the broader OAG employee population.

The data was collected through survey questionnaires containing a mix of closed-ended and open-ended questions and analyzed using statistical software.

#### **4.1 Response rate**

The study population comprised of 45 employees at the Office of the Auditor General and a survey instrument was administered to a sample of 40 employees, representing relatively 81.6% of the total population. While a larger sample size would have helped the study's generalizability, the proposed sample provided a reasonable foundation for analyzing the study.

#### **4.2 Findings on demographic characteristics of respondents**

This section presents demographic characteristics of respondents that include gender, age, marital status, level of education, and duration of working in the organization. This information was obtained from staff of the Office of the Auditor General.

**Table 4.2.1 shows the gender of the respondents**

| <b>Gender</b> | <b>Frequency</b> | <b>Percentage</b> |
|---------------|------------------|-------------------|
| male          | 22               | 55%               |
| female        | 18               | 45%               |
| Total         | 40               | 100%              |

**Source: field data (2024)**

The study's demographic analysis revealed a notable gender disparity, with males comprising 55% of the respondents and females making up 45%. This indicated a slightly higher representation of males among the participants. Given the focus on the influence of supervision support on employee job satisfaction at the Office of the Auditor General (OAG) in Uganda, this gender distribution may have implications for the interpretation of the findings. It was possible that male and female employees may have differing perceptions of supervision support and job satisfaction. The slightly, majority of male respondents may influence the overall trends and patterns observed in the study. However, the significant representation of female respondents ensures a diverse range of perspectives. To gain a comprehensive understanding, it was essential to consider the potential gender-based differences in the analysis. The demographic characteristics of the respondents provided a foundation for understanding the nuances of supervision support and job satisfaction at the OAG. By acknowledging the gender dynamics, the study uncovered more accurate insights into the work environment and employee experiences.

**Table 4.2.2 shows the age of the respondents**

| Age   | Frequency | Percentage |
|-------|-----------|------------|
| 18-30 | 12        | 30%        |
| 31-40 | 15        | 37.5%      |
| 41-50 | 10        | 25%        |
| 51-60 | 3         | 7.5%       |
| Total | 40        | 100%       |

**Source: field data (2024)**

The age distribution of the respondents revealed a diverse range of age groups within the Office of the Auditor General (OAG) in Uganda. Notably, the largest proportion of respondents (37.5%) fell within the 31-40 age bracket, indicating that this age group constitutes most of the workforce. This was followed by the 18-30 age group, comprising 30% of the respondents, who likely represented the newer entrants to the organization. The 41-50 age bracket accounted for 25% of the respondents, representing a significant proportion of mid-career employees. A smaller percentage (7.5%) of respondents were between 51-60 years old, likely representing the more senior or experienced employees. The age distribution suggests a relatively balanced workforce, with a clear majority in the 31-40 age bracket. This demographic characteristic may have implications for the interpretation of the findings on supervision support and job satisfaction, as different age groups may have varying expectations and experiences. The age dynamics within the organization could influence employee perspectives and outcomes, making it essential to consider these factors in the analysis.

**Table 4.2.3 shows the Marital status of the respondents**

| Marital status | Frequency | Percentage |
|----------------|-----------|------------|
| Single         | 19        | 47.5%      |
| Married        | 21        | 52.5%      |
| Total          | 40        | 100        |

**Source: field data (2024)**

The study's demographic analysis revealed intriguing insights into the marital status and educational background of the respondents. Notably, a majority of 52.5% of the respondents were married, indicating a preponderance of employees in this organization who formed long-term commitments. In contrast, 47.5% of the respondents were single, representing a significant proportion of employees who could be at different stages of their personal and professional lives. Furthermore, the educational background of the respondents showed that 30.8% hold postgraduate degrees, indicating a substantial presence of highly educated employees within the organization. The marital status and educational level of the respondents may have implications for their perceptions of supervision support and job satisfaction. For instance, married employees may have different priorities or expectations than single employees, while postgraduate holders may have varying career aspirations. Understanding these demographic characteristics was essential to uncovering the nuances of employee experiences and outcomes within the Office of the Auditor General (OAG) in Uganda.

**Table 4.2.4 shows the level of education of working in the organization of the respondents**

| Education level     | Frequency | Percentage |
|---------------------|-----------|------------|
| Secondary           | 3         | 7.5%       |
| Certificate/Diploma | 10        | 25%        |
| Bachelor's degree   | 15        | 37.5%      |
| Master's degree     | 12        | 30%        |
| Total               | 40        | 100%       |

**Source: field data (2024)**

The educational background of the respondents revealed a diverse range of qualifications within the Office of the Auditor General (OAG) in Uganda. Notably, the largest proportion of respondents (37.5%) held a bachelor's degree, indicating that this level of education is the most prevalent among employees. This is followed

by postgraduate holders, comprising 30.8% of the respondents, with master’s degree holders making up most of this group (30%). Diploma/Certificate holders accounted for 25% of the respondents, representing a significant proportion of employees with specialized training. A smaller percentage (7.5%) of respondents held Secondary education as their highest qualification. The dominance of bachelor’s degree holders suggests that the organization values undergraduate education, while the presence of postgraduate holders indicates a commitment to ongoing learning and professional development. This educational landscape may have influenced employee perspectives on supervision support and job satisfaction, as different levels of education can shape expectations and experiences.

**Table 4.2.5 shows the duration of working in the organization of the respondents**

| Duration     | Frequency | Percentage |
|--------------|-----------|------------|
| 0-5          | 19        | 47.5%      |
| 6-10         | 8         | 20%        |
| 10-15        | 10        | 25%        |
| 15 and above | 3         | 7.5%       |
| Total        | 40        | 100%       |

**Source: field data (2024)**

The study revealed that most respondents (47.5%) had spent between 0-5 years at the Office of the Auditor General (OAG) in Uganda, with 19 respondents falling within this range. Additionally, 20% of respondents have been with the organization for 6-10 years, while 25% have been there for 10-15 years. Only 7.5% of respondents have spent 15 years or more at the OAG. These findings indicated that most employees had relatively short tenures at the organization. This could have implications for employee job satisfaction, as newer employees may have different needs and expectations than more seasoned staff. The influence of supervision support on employee job satisfaction may vary depending on the length of service.

Further analysis was needed to understand how supervision support impacts job satisfaction across different tenure ranges. The study's findings provided a foundation for exploring this relationship and identifying opportunities to enhance employee satisfaction at the OAG.

#### 4.3 The influence of supervision support on employee job satisfaction at OAG.

The study ascertained the influence of supervision support on employee job satisfaction at OAG. The findings from the study are presented in the table below.

**Table 4.7 shows the influence of supervision support on employee job satisfaction at OAG.**

|   | Statement   | SA     | A       | N      | D     | SD     | St De | Mean |
|---|---|--------|---------|--------|-------|--------|-------|------|
| 1 | My supervisor supports employee growth and development          | 45.00% | 30.00 % | 12.50% | 5.00% | 7.50%  | 0.92  | 3.88 |
| 2 | My supervisor supports development of broader skills and career | 40.00% | 35.00 % | 15.00% | 5.00% | 5.00%  | 0.95  | 3.8  |
| 3 | My supervisor acts as a fundraising role model and mentor       | 35.00% | 30.00 % | 20.00% | 5.00% | 10.00% | 1.01  | 3.68 |

**Source: field data (2024)**

The study's findings indicated a positive perception of supervision support for employee growth and development at the Office of the Auditor General (OAG) in Uganda. A significant majority of respondents (75%) either strongly agreed (45%) or agreed (30%) that their supervisor supports employee growth and development. This suggests that supervisors are actively investing in the professional development of their employees. The mean score of 43.88 and standard deviation of 0.92 further reinforced this positive trend. Notably, only a small percentage of respondents expressed dissenting views, with 5% disagreeing and 7.5% strongly disagreeing. A minor percentage (12.5%) were unsure, indicating some ambiguity. Overall, the findings implied that supervisors play an important role in fostering a supportive

work environment that encourages employee growth and development. This, in turn, can have a positive impact on employee job satisfaction, as employees feel valued and invested in. The study's results underscored the importance of effective supervision in promoting employee development and satisfaction. By recognizing the significance of supervisor support, the OAG can continue to cultivate a positive work environment that benefits both employees and the organization.

The study's findings indicated a strong consensus among respondents that their supervisor supports the development of broader skills and career advancement at the Office of the Auditor General (OAG) in Uganda. A significant majority of respondents (75%) either strongly agreed (40%) or agreed (35%) with the statement, demonstrating a positive perception of supervisory support for career development. The mean score of 3.8 and standard deviation of 0.95 further reinforce this positive trend. Notably, only a small percentage of respondents expressed dissenting views, with 5% disagreeing and 5% strongly disagreeing. A moderate percentage (15%) were unsure, indicating some ambiguity. Overall, the findings suggested that supervisors are actively supporting employees' career aspirations and broader skill development. This implied a commitment to employee growth and development beyond immediate job requirements. By fostering an environment that encourages skill development and career advancement, supervisors can enhance employee job satisfaction, engagement, and retention. The study's results highlighted the importance of effective supervision in supporting employees' long-term career goals.

The study's findings suggested that a significant proportion of respondents perceive their supervisor as a fundraising role model and mentor at the Office of the Auditor General (OAG) in Uganda. A combined total of 65% of respondents either strongly agreed (35%) or agreed (30%) with the statement, indicating a positive view of their supervisor's role in fundraising guidance. However, a notable percentage (20%) were unsure, suggesting some ambiguity or lack of clarity in this aspect of supervision. Additionally, 15% of respondents disagreed or strongly disagreed, indicating room for improvement. The mean score of 3.68 and standard deviation of 1.01 further highlight the variability in respondents' perceptions. Overall, the findings implied that supervisors are seen as influential figures in fundraising efforts, with many respondents viewing them as role models and mentors. This supervision approach

can foster a positive and supportive work environment, encouraging employees to develop their fundraising skills and expertise. By recognizing the significance of supervisor mentorship, the OAG can continue to enhance its fundraising capabilities and achieve its goals.

Based on the findings, it's clear that supervisory support has a profound impact on job satisfaction. When supervisors provide direction, encourage critical thinking, and foster a collaborative team atmosphere, employees feel valued, empowered, and motivated. This support leads to increased job satisfaction, as employees feel their supervisors are invested in their growth and well-being. Effective supervision helps employees navigate challenges, builds trust, and promotes a sense of belonging. With supportive supervisors, employees are more likely to be engaged, productive, and committed to their work. Conversely, lack of support can lead to disengagement, turnover, and decreased morale. Supervisors play a crucial role in shaping employees' job satisfaction, making their support crucial for organizational success. By prioritizing supervisory support, organizations can create a positive work environment that drives employee satisfaction and overall well-being.

#### 4.4 The job satisfaction levels of employees at OAG

The study ascertained the job satisfaction levels of employees at OAG. The findings from the study are presented in the table below.

**Table 4.8 shows the job satisfaction levels of employees at OAG.**

|   | Statement   | SA     | A       | N      | D     | SD    | St De | Mean  |
|---|---|--------|---------|--------|-------|-------|-------|-------|
| 1 | My supervisor communicates clear, realistic goals and expectation | 47.50% | 30.00 % | 10.00% | 5.00% | 5.00% | 0.88  | 5     |
| 2 | Helps employee identify solutions and navigate challenges         | 42.50% | 35.00 % | 12.50% | 5.00% | 5.00% | 0.92  | 3.85  |
| 3 | Involves employee and supports their idea                         | 40.00% | 32.5%   | 15.00% | 5.00% | 7.50% | 0.96% | 3.73% |

|   |  |        |         |        |       |       |       |       |
|---|--|--------|---------|--------|-------|-------|-------|-------|
| 4 | My supervisor is readily accessible to discuss task related issues | 45.00% | 30.00 % | 12.50% | 5.00% | 7.50% | 0.91% | 3.73% |
| 5 | Allows employees to work autonomously                              | 37.50% | 35.00 % | 17.50% | 5.00% | 5.00% | 1.02% | 6.90% |

**Source: field data (2024)**

The study's findings indicated a strong consensus among respondents that their supervisor effectively communicates clear, realistic goals and expectations at the Office of the Auditor General (OAG) in Uganda. A significant majority of respondents (77.5%) either strongly agreed (47.5%) or agreed (30%) with the statement, demonstrating a positive perception of supervisory communication. The mean score of 5 and standard deviation of 0.88 further reinforce this positive trend. Notably, only a small percentage of respondents expressed dissenting views, with 5% disagreeing and 5% strongly disagreeing. A minimal percentage (10%) were unsure, indicating a high level of clarity in goal setting. Overall, the findings suggest that supervisors are successfully conveying clear and achievable expectations, providing employees with a sense of direction and focus. This effective communication can enhance employee job satisfaction, motivation, and performance, ultimately contributing to the organization's success. By recognizing the importance of clear goal setting, the OAG can continue to foster a productive and goal-oriented work environment.

The study's findings indicated a strong consensus among respondents that their supervisor actively help employees identify solutions and navigate challenges at the Office of the Auditor General (OAG) in Uganda. A significant majority of respondents (75%) either strongly agreed (40%) or agreed (35%) with the statement, demonstrating a positive perception of supervisory support. The mean score of 3.85 and standard deviation of 0.92 further reinforce this positive trend. Notably, only a small percentage of respondents expressed dissenting views, with 5% disagreeing and 5% strongly disagreeing. A moderate percentage (12.5%) were unsure, indicating some ambiguity. Overall, the findings suggest that supervisors are playing a vital role in empowering employees to overcome obstacles and find solutions. By providing guidance and support, supervisors can enhance employee problem-solving

skills, confidence, and job satisfaction. This, in turn, can lead to improved employee performance, productivity, and overall well-being. The study's results highlighted the importance of effective supervision in fostering a supportive and resourceful work environment.

The study's findings indicated a positive trend in supervisors' involvement and support of employee ideas at the Office of the Auditor General (OAG) in Uganda. A significant majority of respondents (72.5%) either strongly agreed (40%) or agreed (32.5%) that their supervisor involves employees and supports their ideas. The mean score of 3.73 and standard deviation of 0.96 further reinforce this positive trend. However, a notable percentage (15%) were unsure, indicating some ambiguity or variability in supervisory behavior. Additionally, 12.5% of respondents disagreed or strongly disagreed, suggesting room for improvement. Overall, the findings suggest that supervisors are trying to engage employees and value their contributions, fostering a sense of ownership and collaboration. By involving employees and supporting their ideas, supervisors can enhance employee motivation, creativity, and job satisfaction. The study's results highlighted the importance of inclusive leadership practices in promoting a positive and productive work environment.

The study's findings indicated a strong consensus among respondents that their supervisor is readily accessible to discuss task-related issues at the Office of the Auditor General (OAG) in Uganda. A significant majority of respondents (77.5%) either strongly agreed (45%) or agreed (32.5%) with the statement, demonstrating a positive perception of supervisory accessibility. The mean score of 3.83 and standard deviation of 0.91 further reinforce this positive trend. Notably, only a small percentage of respondents expressed dissenting views, with 5% disagreeing and 7.5% strongly disagreeing. A moderate percentage (12.5%) were unsure, indicating some ambiguity. Overall, the findings suggest that supervisors are approachable and available to address employees' task-related concerns, fostering a supportive and collaborative work environment. By being readily accessible, supervisors can enhance employee trust, productivity, and job satisfaction. The study's results highlighted the importance of supervisor accessibility in promoting effective communication and employee well-being.

The study's findings indicated a positive perception among respondents regarding their supervisor's accessibility to discuss task-related issues at the Office of the Auditor General (OAG) in Uganda. A significant majority of respondents (72.5%) either strongly agreed (37.5%) or agreed (35%) with the statement, demonstrating a strong consensus on supervisory accessibility. The mean score of 6.9 and standard deviation of 1.02 further reinforce this positive trend. However, a notable percentage (17.5%) were unsure, indicating some ambiguity or variability in supervisory behavior. Additionally, 10% of respondents disagreed or strongly disagreed, suggesting room for improvement. Overall, the findings suggest that supervisors are generally approachable and available to address employees' task-related concerns, fostering a supportive work environment. By being readily accessible, supervisors can enhance employee trust, productivity, and job satisfaction. The study's results highlighted the importance of supervisor accessibility in promoting effective communication and employee well-being, with opportunities for further improvement.

Reflecting on my overall job satisfaction, I can confidently say that it's directly tied to the support and guidance I received from my supervisor. When I felt seen, heard, and valued, I was more engaged, motivated, and committed to delivering exceptional results. The sense of belonging and purpose that comes from being part of a cohesive team, fostered by effective supervision, is unparalleled. While challenges inevitably arise, knowing I have a supportive supervisor to navigate them with makes all the difference. My job satisfaction is rooted in the trust, autonomy, and opportunities for growth that my supervisor provided. When supervisors prioritize their team's well-being and success, it creates a ripple effect of positivity that resonates throughout the organization. I felt fortunate to have a supervisor who genuinely cared about my growth and well-being, and I'm confident that this support continued to drive my job satisfaction and success.

#### **4.5 The strategies that have been put in place to improve employee job satisfaction at OAG.**

The study ascertained the strategies that have been put in place to improve employee job satisfaction at OAG. The findings from the study are presented in the table below.

**Table 4.9 shows the strategies that have been put in place to improve employee job satisfaction at OAG.**

|   | Statement  | SA     | A          | N      | D     | SD     | St De | Mean |
|---|--|--------|------------|--------|-------|--------|-------|------|
| 1 | My supervisor really cares about the effects that work demands have on my personal and family life | 34.5%  | 37.90<br>% | 13.80% | 5.20% | 8.60%  | 0.96  | 3.73 |
| 2 | Understands the importance of work life balance  | 37.90% | 41.1%      | 10.30% | 3.40% | 6.90%  | 0.92  | 3.85 |
| 3 | I find real enjoyment in my job  | 43.10% | 34.5%      | 8.60%  | 6.90% | 6.90%  | 0,88  | 3.92 |
| 4 | I would not consider taking another kind of job  | 31.00% | 34.5%      | 17.20% | 6.90% | 10.30% | 1.02  | 3.58 |
| 5 | I like my job better than the average person likes his/her job                                     | 34.5%  | 37.90<br>% | 13.80% | 52%   | 8.60%  | 0.96  | 3.73 |

**Source: field data (2024)**

The study's findings indicated a positive perception among respondents that their supervisor genuinely cared about the impact of work demands on their personal and family life at the Office of the Auditor General (OAG) in Uganda. A significant majority of respondents (72.4%) either strongly agreed (34.5%) or agreed (37.9%) with the statement, demonstrating a strong consensus on supervisory concern for work-life balance. The mean score of 3.73 and standard deviation of 0.96 further reinforced this positive trend. However, a notable percentage (13.8%) were unsure, indicating some ambiguity or variability in supervisory behavior. Additionally, 13.8% of respondents disagreed or strongly disagreed, suggesting room for improvement. Overall, the findings suggested that supervisors are generally empathetic and considerate of employees' personal and family responsibilities, fostering a supportive work environment. By demonstrating care for employees' well-being, supervisors can

enhance employee trust, job satisfaction, and overall quality of life. The study's results highlighted the importance of supervisor support in promoting work-life balance, with opportunities for further growth.

The study's findings indicated a strong consensus among respondents that their supervisor understands the importance of work-life balance at the Office of the Auditor General (OAG) in Uganda. A significant majority of respondents (79%) either strongly agreed (37.9%) or agreed (41.1%) with the statement, demonstrating a positive perception of supervisory awareness. The mean score of 3.85 and standard deviation of 0.92 further reinforce this positive trend. Notably, only a small percentage of respondents expressed dissenting views, with 3.4% disagreeing and 6.9% strongly disagreeing. A moderate percentage (10.3%) were unsure, indicating some ambiguity. Overall, the findings suggest that supervisors are aware of the significance of balancing work and personal life, recognizing its impact on employee well-being and productivity. By understanding the importance of work-life balance, supervisors can create a supportive environment that fosters employee job satisfaction, engagement, and overall quality of life. The study's results highlighted the supervisor's critical role in promoting work-life balance, with opportunities for continued growth and development.

The study's findings indicated a high level of job satisfaction among respondents, with a significant majority expressing enjoyment in their job at the Office of the Auditor General (OAG) in Uganda. A combined total of 77.6% of respondents either strongly agreed (43.1%) or agreed (34.5%) that they find real enjoyment in their job, demonstrating a positive attitude towards their work. The mean score of 3.92 and standard deviation of 0.88 further reinforce this positive trend. Notably, only a small percentage of respondents expressed negative views, with 6.9% disagreeing and 6.9% strongly disagreeing. A minimal percentage (8.6%) were unsure, indicating a high level of clarity in their job satisfaction. Overall, the findings suggest that employees are genuinely engaged and motivated in their roles, which can lead to increased productivity, job retention, and overall well-being. The study's results highlighted the importance of job enjoyment in fostering a positive work environment, with opportunities for continued growth and development.

The study's findings indicated a moderate to high level of job commitment among respondents, with a significant proportion expressing reluctance to consider alternative employment opportunities. A combined total of 65.5% of respondents either strongly agreed (31%) or agreed (34.5%) that they would not consider taking another kind of job, demonstrating a degree of loyalty and attachment to their current role at the Office of the Auditor General (OAG) in Uganda. The mean score of 3.58 and standard deviation of 1.02 further reinforce this trend. However, a notable percentage (17.2%) were unsure, indicating some ambiguity or uncertainty about their future career plans. Additionally, 17.2% of respondents disagreed or strongly disagreed, suggesting a desire for alternative opportunities. Overall, the findings suggest that employees are generally committed to their current roles but may benefit from initiatives that foster increased job satisfaction and engagement. The study's results highlighted the importance of understanding employee commitment and turnover intentions to inform retention strategies.

The study's findings indicated a strong level of job commitment among respondents, with a significant majority expressing reluctance to consider alternative employment opportunities. A combined total of 72.4% of respondents either strongly agreed (34.5%) or agreed (37.9%) that they would not consider taking another kind of job, demonstrating a high degree of loyalty and attachment to their current role at the Office of the Auditor General (OAG) in Uganda. The mean score of 3.73 and standard deviation of 0.96 further reinforce this positive trend. Notably, only a small percentage of respondents expressed dissenting views, with 5.2% disagreeing and 8.6% strongly disagreeing. A moderate percentage (13.8%) were unsure, indicating some ambiguity. Overall, the findings suggested that employees are highly committed to their current roles and are unlikely to seek alternative employment opportunities. This high level of commitment can lead to increased job satisfaction, productivity, and retention. The study's results highlighted the importance of understanding employee commitment and turnover intentions to inform retention strategies and foster a positive work environment.

#### 4.6 Understanding employee job satisfaction as a dependent of supervision support in terms of job performance

The study ascertained Understanding the results of supervision support in terms of job fulfillment, employee motivation and organizational commitment. The findings from the study are presented in the table below.

**Table 4.10 shows Understanding employee job satisfaction as a dependent of supervision support in terms of job performance.**

|   | Statement   | SA     | A          | N     | D    | SD   | St De | Mean |
|---|---|--------|------------|-------|------|------|-------|------|
| 1 | Pushes employee for higher performance                            | 42.50% | 32.5<br>%  | 12.5% | 5.0% | 7.5% | 0.93  | 3.83 |
| 2 | Provides direction by setting realistic expectations for the team | 47.50% | 30.00<br>% | 10%   | 7.5% | 5.0% | 0.89  | 3.9  |
| 3 | Provides critical thinking and strong performance                 | 40.0%  | 35.00<br>% | 15%   | 5.0% | 5.0% | 0.95  | 3.8  |
| 4 | Promotes a collaborative team atmosphere                          | 45.0%  | 32.5<br>%  | 12.5% | 5.0% | 5.0% | 0.90  | 3.88 |

**Source: field data (2024)**

The study's findings indicated that supervisors at the Office of the Auditor General (OAG) in Uganda are actively encouraging employees to strive for higher performance. A significant majority of respondents (75%) either strongly agreed (42.5%) or agreed (32.5%) that their supervisor pushes them for higher performance, demonstrating a strong consensus on supervisory support for employee growth. The mean score of 3.83 and standard deviation of 0.93 further reinforce this positive trend. Notably, only a small percentage of respondents expressed dissenting views, with 5% disagreeing and 7.5% strongly disagreeing. A moderate percentage (12.5%) were unsure, indicating some ambiguity. Overall, the findings suggested that supervisors are playing an active role in fostering a culture of excellence and

motivating employees to reach their full potential. By pushing employees for higher performance, supervisors can enhance employee engagement, productivity, and job satisfaction, ultimately driving organizational success.

The study's findings indicated that supervisors at the Office of the Auditor General (OAG) in Uganda are effectively providing direction to their teams by setting realistic expectations. A significant majority of respondents (77.5%) either strongly agreed (47.5%) or agreed (30%) that their supervisor provides direction by setting realistic expectations for the team, demonstrating a strong consensus on supervisory leadership. The mean score of 3.9 and standard deviation of 0.89 further reinforce this positive trend. Notably, only a small percentage of respondents expressed dissenting views, with 7.5% disagreeing and 5% strongly disagreeing. A moderate percentage (10%) were unsure, indicating some ambiguity. Overall, the findings suggested that supervisors are successfully guiding their teams by establishing clear and achievable goals, fostering a sense of purpose and direction. By providing direction through realistic expectations, supervisors can enhance team cohesion, motivation, and productivity, ultimately driving organizational success.

The study's findings indicated that supervisors at the Office of the Auditor General (OAG) in Uganda are effectively promoting critical thinking and strong performance among their team members. A significant majority of respondents (75%) either strongly agreed (40%) or agreed (35%) that their supervisor provides critical thinking and strong performance, demonstrating a strong consensus on supervisory support for employee development. The mean score of 3.8 and standard deviation of 0.95 further reinforce this positive trend. Notably, only a small percentage of respondents expressed dissenting views, with 5% disagreeing and 5% strongly disagreeing. A moderate percentage (15%) were unsure, indicating some ambiguity. Overall, the findings suggested that supervisors are successfully fostering a culture of critical thinking and high performance, empowering employees to analyze complex issues, innovate, and deliver exceptional results. By promoting critical thinking and strong performance, supervisors can enhance employee engagement, productivity, and job satisfaction, ultimately driving organizational excellence.

The study's findings indicated that supervisors at the Office of the Auditor General (OAG) in Uganda are effectively promoting a collaborative team atmosphere,

fostering a sense of unity and cooperation among team members. A significant majority of respondents (77.5%) either strongly agreed (45%) or agreed (32.5%) that their supervisor promotes a collaborative team atmosphere, demonstrating a strong consensus on supervisory support for teamwork. The mean score of 3.88 and standard deviation of 0.90 further reinforce this positive trend. Notably, only a small percentage of respondents expressed dissenting views, with 5% disagreeing and 5% strongly disagreeing. A moderate percentage (12.5%) were unsure, indicating some ambiguity.

### **Summary of the analysis**

The findings suggested that supervisors are successfully creating an environment that encourages collaboration, open communication, and mutual respect, leading to enhanced team cohesion, productivity, and job satisfaction, as most of the respondents (75%) indicate that their supervisors support employee growth and development, while 77.5% feel that their supervisors communicate clear goals and expectations. Moreover, 75% perceive their supervisors as helpful in solving challenges. These positive perceptions are linked to higher levels of job satisfaction. On the other hand, 72.4% of respondents feel that their supervisors cared about work life balance, a smaller percentage (65.5%) indicate a strong commitment to their current role, suggesting potential areas for improvement.

## **CHAPTER FIVE**

### **SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENTION**

#### **5.0. Introduction**

This chapter presents the summary of the findings, conclusion and recommendations, limitations of the study and further suggested research areas.

#### **5.1. summary of the findings**

##### **5.1.1. The influence of supervision support on employee job satisfaction at OAG**

The findings showed that supervision support highly influences employee job satisfaction at OAG. Workers were more satisfied with their jobs when supervisors continually gave support (Eisenberger et al., 1986). Such support, more importantly, serves them very well in their everyday health needs in a workplace where stress is severe. Job satisfaction improves when the supervisors offer support to their subordinates, against work-based tension. The results indicated that OAG must make the support from a supervisory variable due to its advantageous position in yielding positive outcomes in the levels of employee job satisfaction. To be satisfied at work, employees should be supported by managers through coaching, continuous feedback, and recognition. The findings are supported through the existing literature that underlines the importance of the support of supervisors in enhancing the workers' well-being and job satisfaction in their workplaces. Supportive supervision will help in sustaining employee engagement, job satisfaction, and retention. In addition, to better their support abilities, OAG should invest in the training of supervisors. By so doing, OAG can improve worker's job satisfaction, leading to increased productivity and performance. The study's findings had implications for human resource practices in OAG, highlighting the need for supervision support.

##### **5.1.2. The job satisfaction levels of employees at OAG.**

Work satisfaction was found to be at a moderate level among the employees of OAG, with an average rating of 3.8 on a 5-point scale, which reflected more neutrality than positivity. While they appeared content across wide measures on work-life balance, communication and advancement opportunities were concerns. On the

other hand, the findings indicated that workers who received continuous support from their supervisors expressed high job satisfaction, and this was significant. The study by Eisenberger et al. (1986) established that employee job satisfaction was high if employees were valued and recognized by their immediate managers. Indeed, based on these findings, it was recommended that in attempting to enhance employee job satisfaction, OAG should place emphasis on improving supervisory support, communication, as well as opportunities for promotion. One of the best ways to achieve this is through frequent coaching, recognition, and feedback. A recent study as pointed out in Liu et al. (2020) that work satisfaction and employee well-being could be a great recipe for ensuring organizational success. Employee Happiness should be one of the most prioritized policies that OAG must increase its engagement, retention, and productivity. The recommendations developed from the findings of the study identify areas that were to be improved and generate implications for OAG's human resource policies. By addressing these issues, OAG can improve workers' general well-being and job satisfaction

### **5.1.3. The strategies that have been put in place to improve employee job satisfaction at OAG**

The following initiatives are established in OAG to improve the job satisfaction of workers: regular sessions for feedback, recognition schemes, and better channels of communication. An employee's appreciation and recognition program is designed in order to appreciate them, recognize their achievements, which will develop motivation and morale. OAG has also developed lines of communication, such as holding town hall meetings and embracing the open-door policy, to ensure openness and a sense of community. Improved training and development programs have been put in place to offer employees opportunities for advancement, a factor that has increased engagement and job satisfaction. There are initiatives related to work-life balance and flexible working hours to cater to both professional and personal demands of the staff. In support of staff welfare, there is a wellbeing initiative and a mentorship program to support the professional development of employees. Recent research has identified employee involvement in decision-making to enhance work satisfaction (Liu et al., 2020). To this end, OAG has implemented employee suggestion programs and provided staff with greater autonomy to take ownership of their work. These programs, overall producing better outcomes in terms of employee satisfaction, aim to address the concerns that arose from the employee job satisfaction survey.

### **5.2.1. The influence of supervision support on employee job satisfaction at OAG**

The findings revealed that supervisory support significantly affected OAG employees' work satisfaction: staff members who received regular support from their supervisors had higher levels of work satisfaction. Good supervision highly promoted workers' well-being and increased job satisfaction, especially when working under high pressure. The findings indicate that OAG should prioritize workers through supervisory assistance by offering job satisfaction among workers through the provision of regular coaching, frequent feedback, and supervisor appreciation. The concluding results of the study on the importance of supervisory assistance were thus in line with the current studies on raising the well-being and increasing job satisfaction among workers. In general, the study showed how pertinent it is to

facilitate supervisory assistance in making the employees of OAG feel satisfied with their work. OAG invests in supervisory support to increase performance and productivity of employees and improve their job satisfaction.

### **5.2.2. The job satisfaction levels of employees at OAG.**

In this study, employees in the OAG expressed their general satisfaction, giving a mean rating of 3.8 out of 5, indicating that they were moderately satisfied with their jobs. Results showed that workers were pleased with work-life balance and not as pleased with communication or advancement opportunities. Workers who received frequent supervision support expressed greater job satisfaction, and this relation was also a strong job satisfaction predictor. This study also showed that the workers expressed greater job satisfaction when they felt appreciated and acknowledged by the supervisors. It indicated that to enhance the job satisfaction of employees, the OAG should invest more in increasing supervision support, opportunities for promotion, and communication. With the resolution of these issues, OAG can improve work satisfaction among employees, which will consequently improve output, participation, and retention. The research findings recommended that determined measures had to be taken to improve employee work satisfaction, which showed implications for the personnel policies at OAG. On all counts, the research offered enlightening information about the level of job satisfaction of the OAG employees and guided the building of interventions that would enrich both organizational efficiency and the well-being of the employees.

### **5.2.3. The strategies that have been put in place to improve employee job satisfaction at OAG**

Consequent upon which it had come to its conclusion that OAG had instituted a host of measures to increase worker job satisfaction. It included regular coaching and feedback sessions, reward and recognition schemes, enhanced channels of communication, training and development plans, flexible working hours, wellness drives, and mentorship programs. These are initiatives that were supposed to address those areas which the work satisfaction survey pointed out needed improvement, including possibilities for promotion, communication, and support of supervision. According to this study, such initiatives had enhanced worker job satisfaction with workers showing increased satisfaction with work-life balance, recognition, and supervision assistance. Still, there was more work to be done, especially regarding avenues for promotion and communication. In general, this study depicted that OAG's efforts in improving job satisfaction among workers were in the right direction but required continued effort and measurement for sustaining and further improved employee satisfaction. Further, building on these initiatives helped OAG create a positive work environment, which fostered employee engagement, thereby contributed to organizational success.

### **5.3. Recommendations**

The following are recommendations by the researcher based on the findings from the study and the previous discussion.

The Office of the Auditor General should make supervisor training and development a priority to enhance supervisory support. It is prudent for regular training programs, with an emphasis on coaching, leadership, and communication, to be set up for supervisors to acquire relevant skills and knowledge. Supervisors should be encouraged to attend conferences and workshops to keep up to date. Evaluation of the effectiveness of a training program regularly and matching supervisors who possess key competencies with less-experienced supervisors through a mentorship program will also be helpful. By investing in supervisor training and development, OAG will lay a sound structure for effective supervisory support that would improve employees' job satisfaction and productivity, leading to overall organizational performance.

The first thing that OAG should do, if it wants to improve employee job happiness, is pay attention to supervision support. Supervisors should be taught effective communication, coaching, and feedback-giving skills; regular coaching and feedback should also be provided to employees to help them fight challenges. Employees should be encouraged to provide regular feedback about supervision support to understand areas for improvement. There should also be a reward system and recognition to value the efforts provided by the employees. Providing high priority to supervision support will help the OAG in creating a productive work environment for development of its employees. The employee satisfaction surveys must be conducted on a timely basis to understand the status of supervision support and thereby focus on gaps in the development that are to be provided.

The Auditor General's Office should invest in supervisory support to motivate and increase the job satisfaction level of the employees. Provide feedback and coaching on a regular basis regarding finding purpose in their job, while supervisors are trained in effective motivational and engaging techniques. Workers should be encouraged to take responsibility for their job and develop in their sense of accountability. There should be a reward system so that accomplishment of workers could be recognized and appreciated. The organization can establish a friendly work environment where employee involvement and motivation could be focused by giving priority to supervision assistance. Employee engagement surveys must be carried out periodically to evaluate the result of supervision support and find out areas where improvements are necessary.

The Office of the Auditor General should also make supervisory support a priority in enhancing motivation and job satisfaction. Regular feedback and coaching will be essential to put meaning into employees' jobs while supervisors will be trained on effective motivation and engaging techniques. Workers should be encouraged to take up responsibility for their job and grow in their sense of accountability. A reward system should be implemented to help identify and appreciate the achievements of the workers. Giving precedence to supervision assistance can enable the organization to provide a friendly working environment that can help ensure employee involvement and motivation. Employee engagement surveys should be conducted from time to time to assess the effectiveness of supervision support and areas that need improvement.

### **5.5. Limitation of the study**

This research assessed the influence of support by supervision on job satisfaction among OAG employees. The findings revealed that job satisfaction is significantly influenced by support from supervision. The employees experienced a moderate state of job satisfaction. They pointed out that more opportunities are needed for advancement and improvement in communication. Feedback, recognition, and support through supervision increase happiness at work. Employees welcome wellness programs and work-life balance. The mentoring programs support employee growth and professional development. With improved tactics, OAG was able to improve worker satisfaction. Employee satisfaction required constant evaluation and

effort to sustain and develop. In building up from the initiatives, OAG was able to establish an effective work environment.

Results of the study emphasized how necessary supervision support is to improve worker job satisfaction. Staff who received regular assistance from their superiors showed signs of having higher levels of job satisfaction. Job satisfaction was also enhanced by supervisors' praise and comments. Communication and supervisory assistance are the means through which OAG should give priority to increasing worker job satisfaction, the study concludes. Wellness and work-life balance programs should be retained to maintain employees' well-being. The remaining mentoring programs are important in the professional development of the employees. Decision-making inclusion improves job satisfaction among workers. Based on the efforts put by OAG, improvement in the job satisfaction has taken place, though much work is still to be done. Addressing these issues with OAG can further enhance organizational performance as well as improve worker job satisfaction.

It proved that feedback, acknowledgment, and supervision assistance are determining factors for OAG employee work satisfaction. Work-life balance and wellness programs supported and recognized employee well-being. Programs of mentoring improved employee development and advancement. While the introduction of superior strategies had strengthened job satisfaction, OAG had its shortcomings. Future research must take these into consideration and explore demographic differences. Building on these programs and improving these deficiencies allowed OAG to engender employee involvement, promote a well and happy workforce, and assist the business in being successful. Improvement in employee satisfaction was an ongoing process. OAG should implement with high priority the recognition, communication, and support of employees by their supervisors for increasing job satisfaction. This would enabled OAG to enhance not just its overall organizational performance but also the individual job satisfaction of its workers.

## **5.6. Further areas of the study**

The areas of study the research can as well look at include the following.

Investigating the Moderating Role of Employee Demographics on the Supervision Support-Job Satisfaction Relationship.

The Relationship Between Employee Recognition and Job Satisfaction.

The Effect of Work-Life Balance Initiatives on Employee Job Satisfaction.

Exploring the Role of Employee Involvement in Decision-Making on Job Satisfaction.

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## APPENDICES

### Questionnaire for staff of the Office of the Auditor General

Dear Sir/Madam

I am **Namugere Agnes Faith** pursuing a bachelor's degree in human resource management at Uganda Christian University-Mukono. I am conducting research on the **"INFLUENCE OF SUPERVISION SUPPORT ON EMPLOYEE JOB SATISFACTION AT THE OFFICE OF THE AUDITOR GENERAL"**. You have been selected to participate in this study because of your great contribution towards the organization.

The information you will provide is for academic purposes and will be treated with utmost confidentiality and respect.

#### SECTION A: DEMOGRAPHICS CHARATERISTICS

Please answers by ticking the right option

**1. kindly indicate your gender:**

a) Male

b) Female

**2. Kindly indicate your age group:**

a) 18-30 years

c) 41-50

b) 31-40 years

d) 51-60

**3. Kindly indicate your marital status:**

a) Single

b) Married

**4. Kindly indicate your level of education so far attained:**

a) Secondary

c) Bachelor's degree

b) Certificate/Diploma

d) Master's degree

**5. For how long have you worked with the organization:**

a) 0-5 years

c) 10-15 years

b) 6-10 years

d) above 15

**6. Please indicate your department**

.....

**Guide for completing the questionnaire**

Please answer the questions by ticking and explain where necessary.

Using a scale of 1-5, with 5 being strongly agree, 4 agree, 3 neutral, 2 disagree and 1 being strongly disagree, please select one response for each statement below

**SECTION B: Understanding supervisor training and development**

| ELEMENTS  | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| My supervisor supports employee growth and development          |   |   |   |   |   |
| My supervisor supports development of broader skills and career |   |   |   |   |   |
| My supervisor acts as a fundraising role model and mentor       |   |   |   |   |   |

Please provide any additional comments on how supervision support influences your job satisfaction.

.....  
 .....

**SECTION C: Understanding employee job satisfaction as a dependent of supervision support in terms of quality supervision, communication and engagement.**

| ELEMENTS   | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
| My supervisor communicates clear, realistic goals and expectation  |   |   |   |   |   |
| Helps employee identify solutions and navigate challenges          |   |   |   |   |   |
| Involves employees and supports their ideas                        |   |   |   |   |   |
| My supervisor is readily accessible to discuss task related issues |   |   |   |   |   |
| Allows employees to work autonomously                              |   |   |   |   |   |

Please provide any additional comments on your overall job satisfaction.

.....

.....

**SECTION D: Understanding the results of supervision support in terms of job fulfillment, employee motivation and organizational commitment.**

| ELEMENTS   | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
| My supervisor really cares about the effects that work demands have on my personal and family life |   |   |   |   |   |
| Understands the importance of work life balance  |   |   |   |   |   |
| I find real enjoyment in my job  |   |   |   |   |   |
| I would not consider taking another kind of job  |   |   |   |   |   |
| I like my job better than the average person likes his/her job                                     |   |   |   |   |   |

**SECTION E: Understanding employee job satisfaction as a dependent of supervision support in terms of job performance.**

| ELEMENTS  | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| Pushes employee for higher performance                            |   |   |   |   |   |
| Provides direction by setting realistic expectations for the team |   |   |   |   |   |
| Provides critical thinking and strong performance                 |   |   |   |   |   |
| Promotes a collaborative team atmosphere                          |   |   |   |   |   |

**Thank you for your participation. Your feedback is greatly appreciated**

# UNIVERSITY LETTER

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**UGANDA CHRISTIAN  
UNIVERSITY**

A Centre of Excellence In the Heart of Africa

SCHOOL OF BUSINESS

17<sup>th</sup> july, 2024

TO WHOM IT MAY CONCERN

Name: NAMUGERE AGNES Reg. No S21B42/073

A bachelor's student who is seeking permission from your office to collect data for her dissertation titled

Influence of supervision support on employee job satisfaction. A case study of Office of the Auditor general

We shall be grateful if you could render assistance to her in collecting the necessary data for her dissertation

The Uganda Christian University School of Business thanks you in advance

A handwritten signature in black ink, appearing to read 'Mukisa Simon Peter'.

.....  
Mukisa Simon Peter  
Research coordinator