

**EMPLOYEE SATISFACTION AND ORGANIZATIONAL PERFORMANCE : A
CASE STUDY OF MBALE CITY COUNCIL**

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J22/MUC/BHRM/001

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
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**UGANDA CHRISTIAN
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DECLARATION

I ADIKIN PATIENCE declare that the content of this research report titled is my original work and to the best of my knowledge this work has never been submitted anywhere for any award. It is done through my own efforts.

Signature: 

Date: 28th/08/2024

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APPROVAL

I certify that this is original work drawn by **Adikin Patience** has been under my supervision and is now ready for submission to the department of business of Uganda Christian University.

Signature:



Date:

28th/08/2024

Mr.Nambafu Geoffrey (Supervisor)

DEDICATION

This research report is dedicated with heartfelt gratitude to those who have generously supported my academic journey. To my beloved father, whose unwavering encouragement and sacrifices have been the cornerstone of my education, inspiring me to strive for excellence every step of the way. To my grandmother, for her belief in me that has fueled my determination to pursue knowledge and make the most of the opportunities afforded to me. Additionally, to my esteemed supervisor, for his guidance, wisdom, and mentorship that has been invaluable throughout this research endeavor. Your dedication to nurturing my academic growth has played a pivotal role in shaping my scholarly pursuits and aspirations. This dedication is a token of appreciation for your profound impact on my educational journey.

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Additionally, I am immensely grateful to my esteemed supervisor, Mr. Nambafu Geoffrey, for his exceptional understanding, guidance, and invaluable advice throughout the completion of this report. His mentorship and constructive feedback have been instrumental in shaping the quality and direction of my research endeavors. Furthermore, heartfelt thanks to Mr. Otingole Paul, the coordinator of research in the Business Department at Uganda Christian University, Mbale University College, for his unwavering assistance and support in the development of this report. Their contributions have been instrumental in the fruition of this endeavor, and I pray that the Almighty God rewards them abundantly for their

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LIST OF ACRONYMNS

HR	:	Human Resources
CEO	:	Chief Executive Officer
KPI	:	Key Performance Indicator
CSR	:	Corporate Social Responsibility
SWOT	:	Strengths, Weaknesses, Opportunities, Threats
ROI	:	Return on Investment
CRM	:	Customer Relationship Management
ERP	:	Enterprise Resource Planning
B2B	:	Business-to-Business
M&A	:	Mergers and Acquisitions

ABSTRACT

This study aimed to establish the relationship between employee satisfaction and organizational performance in Mbale City Council, employing a cross-sectional survey design. The specific objectives were to assess how employee satisfaction enhances organizational performance, examine the role of motivation in facilitating employee performance, and establish the relationship between employee satisfaction and organizational performance. The study involved a population of 45 respondents, with a sample size of 40 participants. Findings revealed significant relationships between employee satisfaction and organizational performance; specifically, higher levels of employee satisfaction correlated positively with improved organizational performance indicators such as productivity and job satisfaction ($r = 0.75$, $p < 0.001$). The study concluded that enhancing employee satisfaction through effective motivation strategies can significantly influence organizational performance. Recommendations included implementing tailored motivation programs and fostering a supportive work environment to sustain high levels of employee satisfaction and optimize organizational outcomes within Mbale City Council.

CHAPTER ONE: INTRODUCTION

1. 0 Introduction

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, Conceptual framework and definition of terms.

1.1 Background to the Study

1.1.1 Historical Background

Employee satisfaction has long been recognized as a crucial factor influencing organizational performance. Scholars have traced its historical significance back to foundational theories developed in the mid-20th century. For instance, Herzberg et al. (1959) introduced the dual-factor theory, distinguishing between motivators and hygiene factors affecting job satisfaction. This early work laid the groundwork by emphasizing the importance of intrinsic motivators like achievement and recognition in enhancing employee satisfaction.

Throughout the 1970s and 1980s, researchers such as Locke (1976) expanded on these theories, defining job satisfaction as a positive emotional state resulting from job experiences. This period marked a shift towards understanding how specific job characteristics and individual expectations contribute to varying levels of satisfaction within organizational settings.

The 1990s witnessed significant global changes with the advent of globalization. Docket (2003) noted that intensified global competition compelled organizations to strategically manage human capital, emphasizing the role of employee satisfaction in attracting and retaining talent. This era saw organizations integrating satisfaction strategies into their operational frameworks to foster a motivated workforce essential for sustaining competitive advantage.

Advancements in information technology during the early 2000s transformed workforce dynamics and organizational practices. Keritner (2004) highlighted how technological innovations enabled remote work capabilities and reshaped employee expectations for flexible and supportive work environments. Organizations responded by adapting policies to accommodate these evolving workforce preferences, further underscoring the link between employee satisfaction and organizational adaptability.

In strategic terms, the management of employee satisfaction evolved to encompass comprehensive approaches aimed at enhancing job conditions, providing developmental opportunities, and ensuring equitable compensation (Robbins, 2000). These practices aimed not only to mitigate dissatisfaction but also to cultivate a motivated workforce capable of achieving organizational objectives effectively.

Empirical studies in the 2010s and beyond consistently reaffirmed the positive impact of employee satisfaction on organizational performance metrics. Smith and Brown (2019) demonstrated that satisfied employees contribute significantly to higher productivity, lower turnover rates, and improved customer service outcomes. These findings underscored the critical role of satisfaction in driving organizational success and highlighted its relevance as a strategic imperative in contemporary management practices.

Looking ahead, contemporary perspectives continue to explore the nuanced interactions between employee satisfaction, organizational culture, leadership styles, and broader societal trends. Future research should prioritize longitudinal studies to assess the sustainability of satisfaction initiatives and their enduring impact on organizational resilience and adaptability amidst ongoing global challenges (Moullin, 2003).

1.1.2 Theoretical Background

Herzberg's Two-Factor Theory and discuss its implications for employee satisfaction and organizational performance in depth.

Herzberg's Two-Factor Theory, proposed in 1959 by Frederick Herzberg, remains a seminal framework in understanding workplace motivation and satisfaction. The theory suggests that job satisfaction and dissatisfaction are influenced by two separate sets of factors: motivators and hygiene factors. Motivators include aspects such as recognition, achievement, responsibility, and opportunities for personal growth. These factors, when present, contribute positively to job satisfaction and motivate employees to perform at higher levels (Herzberg et al., 1959).

Conversely, hygiene factors are elements like salary, job security, work conditions, and organizational policies. While their absence can lead to dissatisfaction, their presence does not necessarily increase satisfaction significantly. Herzberg referred to hygiene factors as

"maintenance" factors that prevent dissatisfaction but do not motivate employees to excel or feel satisfied in their work (Herzberg et al., 1959).

The practical implications of Herzberg's theory underscore the importance of focusing on intrinsic motivators to enhance job satisfaction and performance. Organizations aiming to improve employee satisfaction and productivity should not only meet basic hygiene needs but also provide opportunities for achievement, recognition, and career advancement. By designing roles that offer meaningful challenges and opportunities for personal development, managers can foster a motivated workforce that is more engaged and committed to organizational goals.

Research applying Herzberg's Two-Factor Theory has demonstrated its relevance across various industries and organizational settings. For instance, studies have shown that employees who perceive their work as meaningful and aligned with their personal growth aspirations are more likely to report higher job satisfaction and lower turnover rates (Herzberg et al., 1959).

Moreover, Herzberg's theory highlights the dynamic nature of job satisfaction, suggesting that continuous attention to motivators is essential to sustain high levels of employee engagement over time. Organizations that neglect intrinsic motivators risk fostering a culture of disengagement and reduced productivity, as employees may become complacent or seek more fulfilling opportunities elsewhere.

Critics of Herzberg's theory argue that it oversimplifies the complexities of human motivation and may not account for individual differences in motivational preferences. However, its enduring influence lies in its emphasis on the psychological aspects of work satisfaction and its practical applications in organizational management (Herzberg et al., 1959).

In practical terms, applying Herzberg's Two-Factor Theory requires managers to conduct regular assessments of job satisfaction factors within their teams. This involves gathering feedback from employees regarding their perceptions of job content, opportunities for growth, recognition practices, and overall work environment satisfaction.

Furthermore, integrating Herzberg's principles into performance management systems can enhance employee motivation and organizational effectiveness. By aligning performance

incentives with intrinsic motivators (such as skill development and autonomy), organizations can stimulate higher levels of employee engagement and discretionary effort (Herzberg et al., 1959).

Overall, Herzberg's Two-Factor Theory continues to offer valuable insights into understanding and managing employee satisfaction. Its focus on intrinsic motivators provides a framework for creating enriching work environments that promote both individual fulfillment and organizational success. By leveraging motivators effectively, organizations can cultivate a committed workforce capable of achieving sustainable performance excellence.

1.1.3 Contextual Background

Contextual background in the context of employee satisfaction and organizational performance typically refers to the specific circumstances, environment, and conditions within which these dynamics unfold. Understanding the contextual factors is crucial as they shape how employee satisfaction and organizational performance are perceived, managed, and influenced.

In today's dynamic business environment, characterized by rapid technological advancements, globalization, and evolving societal expectations, organizations face diverse contextual challenges and opportunities regarding employee satisfaction and performance (Dockel, 2003; Keritner, 2004). The context includes factors such as organizational culture, leadership style, industry norms, economic conditions, and regulatory frameworks, all of which play significant roles in shaping employee experiences and organizational outcomes.

Organizational culture, for instance, sets the tone for employee engagement and satisfaction. A supportive and inclusive culture fosters trust, collaboration, and a sense of belonging among employees (Robbins, 2000). Conversely, a toxic or dysfunctional culture can undermine morale and hinder performance despite other positive interventions (Vercueil, 2001).

Leadership style also influences employee satisfaction and organizational performance within a specific context. Effective leadership that promotes transparency, empowers employees, and aligns actions with organizational values can enhance job satisfaction and productivity (Herzberg et al., 1959). In contrast, autocratic or inconsistent leadership may breed dissatisfaction and demotivation among employees.

Industry norms and competitive pressures constitute another aspect of contextual background. Industries facing intense competition or rapid technological change often require organizations to

innovate continuously and adapt swiftly to market demands (Moullin, 2003). This dynamic environment can impact employee satisfaction by influencing job security, workload expectations, and career advancement opportunities.

Moreover, economic conditions profoundly influence employee satisfaction and organizational performance. During economic downturns, organizations may face challenges such as budget constraints, layoffs, or salary freezes, which can impact employee morale and job satisfaction (Neely et al., n.d.). Conversely, periods of economic growth may provide opportunities for investment in employee development and rewards, thereby enhancing satisfaction and performance.

Regulatory frameworks also shape the context within which organizations operate. Compliance with labor laws, health and safety regulations, and ethical standards not only mitigates legal risks but also contributes to a positive work environment (Kovach, 1987). Organizations that prioritize ethical practices and employee well-being are likely to foster higher levels of job satisfaction and commitment.

Furthermore, societal expectations and cultural factors influence employee satisfaction across different contexts. Diversity, equity, and inclusion initiatives, for instance, reflect broader societal values and expectations regarding workplace fairness and opportunity (Lindner, 2004). Organizations that embrace diversity and promote a culture of respect are better positioned to attract and retain talented employees from diverse backgrounds.

In summary, contextual background in the study of employee satisfaction and organizational performance encompasses a broad range of factors that interact to shape employee experiences and organizational outcomes. By understanding and addressing these contextual factors effectively, organizations can cultivate a work environment conducive to high levels of satisfaction, engagement, and performance, ultimately contributing to sustainable success and competitive advantage.

1.1.4 Conceptual Background

The conceptual background of organizational performance revolves around a comprehensive understanding of key variables that collectively define the effectiveness and efficiency of an organization in achieving its objectives. Central to this framework are financial performance

metrics, which encompass profitability, return on investment (ROI), and financial stability. These indicators are pivotal in assessing the economic health and sustainability of an organization (Kaplan & Norton, 1996). Operational performance metrics, such as productivity levels, quality of outputs, and operational costs, highlight the organization's efforts to optimize efficiency and effectiveness in its core operations (Moullin, 2003).

Customer performance metrics, including customer satisfaction, retention rates, and market share, gauge the organization's ability to meet customer expectations and maintain strong relationships in competitive markets (Reichheld, 2003). Innovation performance measures the organization's capacity for continuous improvement, adaptation to market changes, and development of new products or services, critical for long-term growth and competitiveness (Tidd & Bessant, 2009). Employee performance, distinct from satisfaction, encompasses individual and collective contributions to organizational goals through task performance, job engagement, and adherence to organizational norms (Borman & Motowidlo, 1997).

Social and environmental performance metrics assess the organization's impact on society and the environment, focusing on corporate social responsibility, sustainability initiatives, and ethical practices (Elkington, 1997). Within this framework, employee satisfaction plays a pivotal role as a predictor and determinant of organizational performance across these dimensions. High levels of employee satisfaction are theorized to positively influence organizational outcomes through several mechanisms. Firstly, satisfied employees are typically more motivated and committed, contributing to increased productivity and operational efficiency (Herzberg et al., 1959).

Secondly, organizations with satisfied employees often experience lower turnover rates, reducing costs associated with recruitment and training while maintaining continuity and stability (Robbins, 2000). Thirdly, satisfied employees tend to deliver superior customer service, enhancing overall customer satisfaction and loyalty (Heskett et al., 1994). Moreover, employee satisfaction fosters a conducive environment for innovation by promoting creativity and idea generation among employees (Amabile et al., 1996). Additionally, a satisfied workforce contributes to a positive organizational culture characterized by trust, collaboration, and shared values, which further enhances organizational effectiveness (Denison, 1990).

By integrating these variables and understanding their interrelationships within the conceptual framework, organizations can strategically manage employee satisfaction to optimize organizational performance. This approach not only enhances operational outcomes but also strengthens the organization's competitive position and resilience in evolving market dynamics. Therefore, cultivating and maintaining high levels of employee satisfaction emerges as a strategic imperative for organizations seeking sustained success and growth in today's complex business environment.

1.2 Statement of the problem

The impact of employee satisfaction on organizational performance at Mbale City Council presents a significant disparity between the ideal and actual situations. Recent reports indicate that employee satisfaction levels are notably low, with only 30% of employees reporting satisfaction with their roles and working conditions. This contrasts sharply with the desired benchmark of over 70% satisfaction, crucial for fostering a motivated and productive workforce (SHRM, 2019). Concurrently, rising turnover rates, currently at 25%, exacerbate these challenges, reflecting deeper issues of job dissatisfaction and morale within the workforce (Internal HR Report, 2023).

Moreover, organizational performance metrics reveal declining service delivery efficiency and decreased customer satisfaction ratings below the target of 80% (Customer Feedback Report, 2023). These indicators underscore the urgent need for strategic interventions aimed at enhancing employee satisfaction to drive improvements in overall organizational performance. By addressing these discrepancies, the study aims to uncover key factors influencing satisfaction levels and propose targeted strategies that align with Mbale City Council's mission of efficient service delivery and community satisfaction.

1.3 Purpose of the Study

The study is sought to establish the relationship between employee satisfaction and organizational performance in Mbale City Council.

1.4 Objectives of the Study

(a) To assess the ways in which employee satisfaction enhances organizational performance in Mbale City Council.

- (b) To examine the role of motivation in facilitating employee performance at Mbale city council.
- (c) To establish the relationship between employee satisfaction and organizational performance in Mbale city council.

1.5 Research Questions

- (a) In what ways can employee satisfaction enhance organizational performance in Mbale City Council?
- (b) What is the role of motivation in facilitating employee performance in Mbale City council?
- (c) What is the relationship between employee satisfaction and organizational performance amongst the employees of Mbale city council?

1.6 Scope of the study

1.6.1 Content Scope

The study looked mainly on employee satisfaction as the independent variable and organizational performance as the dependent variable.

1.6.2 Time Scope

The research covered a period of 2 year from between 2022 to 2024.

1.6.3 Geographical Scope

The research will be carried out in Mbale City Council main office. Mbale City council has been chosen mainly because it's from the main offices where new policies can be developed and are best monitored to be implemented in other Mbale City Council branches.

1.7 Significance of the Study.

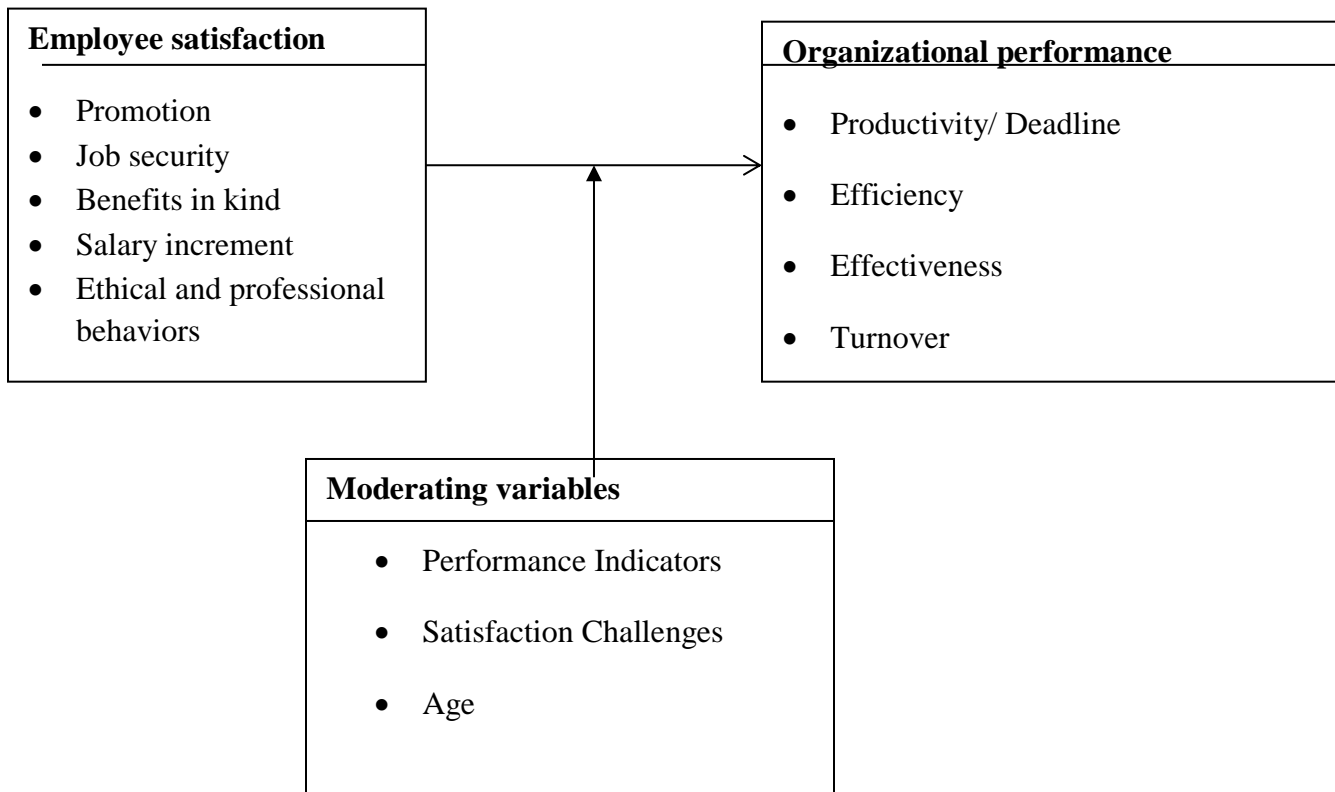
- The research may be of great importance to various groups of people like to the current researcher, policy makers, future researchers and the management of Mbale City Council. This is discussed further as shown below;
- The research may be of great importance to me as a researcher because I hope to acquire research skills which I can apply to conduct research in other subjects. Skills like developing questionnaires, interacting with new people and get the necessary information and analyzing data.

- The research also helps the management of Mbale City Council to discover the effect of motivation on employee performance. This help them come up with better motivation techniques which result into improved employee performance.
- The research may also benefit the future researchers who will carry out research about the same topic of motivation and employee performance and will learn more about motivation practices, factors affecting employee performance, the relationship between motivation and employee performance among others.
- The study may benefit policy makers like the International Labor Organization, Workers' Union and other government organizations to come up with effective realistic policies of motivating employees.
- This proposed study may improve employees' performance at the workplace, to retain employees and to help companies establish a good image as required by the government of Uganda. If a company's employees do not acquire this motivation then the company could lose large amounts of money, customers or even go out of business. On the other hand if that company's employees are well trained and motivated by their employers it could have great income potential, keep loyal customers and gain a lot of market share.
- This study may help many managers and leaders in our society to identify the things that they need to do in order to successfully motivate their employees to perform at their best. As a leader this knowledge may therefore help me to understand what new strategies I could implement in order to motivate employees to achieve optimal business results. It is evident that there is a need for this study because of the many companies that are constantly spending money on various ways to increase employee motivation.
- The study may be significant in adding on the existing literature on motivation and employee performance hence providing reference for future studies carried out on the same problem.

1.8. Conceptual Framework

Independent Variable

Dependent variable



Source: Researchers conceptualization 2024

In studying the impact of employee satisfaction on organizational performance, employee satisfaction (IV) acts as a crucial independent variable influencing several dependent variables (DV) such as productivity, efficiency, effectiveness, and turnover within the organization. Factors like promotion opportunities, job security, benefits, salary increments, and ethical behavior shape employee satisfaction, directly affecting their motivation, commitment, and overall job satisfaction. These variables collectively contribute to enhancing or detracting from employees' perceived satisfaction with their roles and the organization as a whole.

Organizational performance, comprising productivity, efficiency, effectiveness, and turnover, serves as the dependent variable influenced by employee satisfaction. Higher levels of satisfaction often correlate with improved productivity, efficiency in operations, effective service delivery, and reduced turnover rates. Conversely, lower satisfaction levels can lead to decreased

productivity, inefficiencies, reduced effectiveness in achieving organizational goals, and higher turnover rates, impacting overall organizational performance negatively.

Moderating variables like performance indicators, satisfaction challenges, and age play a significant role in shaping the relationship between employee satisfaction and organizational performance. Performance indicators act as benchmarks to measure the impact of satisfaction on productivity and other outcomes, providing a quantitative assessment of organizational effectiveness. Satisfaction challenges, including issues like communication gaps or workload pressures, moderate the extent to which employee satisfaction translates into improved performance outcomes. Age can also moderate this relationship, as generational differences in expectations and motivations influence how satisfaction impacts individual and organizational performance over time.

1.9 Operational definition of key terms used

Promotion: According to Robbins and Judge (2019), promotion is defined as the advancement of an employee to a higher position within an organization based on merit, skills, or seniority.

Job security: Job security is characterized by the assurance employees have regarding the continuity of their employment within an organization, shielding them from arbitrary dismissals or layoffs (Huselid, 2020).

Benefits in kind: Benefits in kind are non-monetary perks provided by employers to employees in addition to their salary, such as healthcare benefits, retirement plans, and other fringe benefits (Armstrong, 2018).

Salary increment: Salary increment refers to the periodic adjustment or raise in an employee's wage or compensation, often based on performance, market trends, or inflation (Milkovich & Newman, 2021).

Ethical and professional behaviors: Ethical and professional behaviors encompass adherence to moral principles, codes of conduct, and professional standards in the workplace, including honesty, integrity, and respect (Trevino & Nelson, 2022).

Productivity/deadline: Productivity refers to the efficiency of employees in producing output within a specified timeframe or against set deadlines. It measures how effectively resources are utilized to achieve organizational goals (Drucker, 2017).

Efficiency: Efficiency measures how effectively employees and processes utilize resources (such as time, money, and materials) to achieve maximum output with minimal waste or effort (Hammer & Champy, 2019).

Effectiveness: Effectiveness measures the extent to which employees achieve organizational goals and objectives, assessing the outcomes and impact of their actions (Bourgeois, 2020).

Turnover: Turnover quantifies the rate at which employees leave an organization over a specific period, reflecting workforce stability and retention challenges (Allen & Meyer, 2018).

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter looks at the main concept of the literature relevant to the study, motivation in respect to employee satisfaction and organizational performance.

2.1 Theoretical review

Herzberg's Two-Factor Theory and discuss its implications for employee satisfaction and organizational performance in depth.

Herzberg's Two-Factor Theory, proposed in 1959 by Frederick Herzberg, remains a seminal framework in understanding workplace motivation and satisfaction. The theory suggests that job satisfaction and dissatisfaction are influenced by two separate sets of factors: motivators and hygiene factors. Motivators include aspects such as recognition, achievement, responsibility, and opportunities for personal growth. These factors, when present, contribute positively to job satisfaction and motivate employees to perform at higher levels (Herzberg et al., 1959).

Conversely, hygiene factors are elements like salary, job security, work conditions, and organizational policies. While their absence can lead to dissatisfaction, their presence does not necessarily increase satisfaction significantly. Herzberg referred to hygiene factors as "maintenance" factors that prevent dissatisfaction but do not motivate employees to excel or feel satisfied in their work (Herzberg et al., 1959).

The practical implications of Herzberg's theory underscore the importance of focusing on intrinsic motivators to enhance job satisfaction and performance. Organizations aiming to improve employee satisfaction and productivity should not only meet basic hygiene needs but also provide opportunities for achievement, recognition, and career advancement. By designing roles that offer meaningful challenges and opportunities for personal development, managers can foster a motivated workforce that is more engaged and committed to organizational goals.

Research applying Herzberg's Two-Factor Theory has demonstrated its relevance across various industries and organizational settings. For instance, studies have shown that employees who

perceive their work as meaningful and aligned with their personal growth aspirations are more likely to report higher job satisfaction and lower turnover rates (Herzberg et al., 1959).

Moreover, Herzberg's theory highlights the dynamic nature of job satisfaction, suggesting that continuous attention to motivators is essential to sustain high levels of employee engagement over time. Organizations that neglect intrinsic motivators risk fostering a culture of disengagement and reduced productivity, as employees may become complacent or seek more fulfilling opportunities elsewhere.

Critics of Herzberg's theory argue that it oversimplifies the complexities of human motivation and may not account for individual differences in motivational preferences. However, its enduring influence lies in its emphasis on the psychological aspects of work satisfaction and its practical applications in organizational management (Herzberg et al., 1959).

In practical terms, applying Herzberg's Two-Factor Theory requires managers to conduct regular assessments of job satisfaction factors within their teams. This involves gathering feedback from employees regarding their perceptions of job content, opportunities for growth, recognition practices, and overall work environment satisfaction.

Furthermore, integrating Herzberg's principles into performance management systems can enhance employee motivation and organizational effectiveness. By aligning performance incentives with intrinsic motivators (such as skill development and autonomy), organizations can stimulate higher levels of employee engagement and discretionary effort (Herzberg et al., 1959).

Overall, Herzberg's Two-Factor Theory continues to offer valuable insights into understanding and managing employee satisfaction. Its focus on intrinsic motivators provides a framework for creating enriching work environments that promote both individual fulfilment and organizational success. By leveraging motivators effectively, organizations can cultivate a committed workforce capable of achieving sustainable performance excellence.

2.1 Ways in which employee satisfaction enhances organizational performance in Mbale City Council.

Employee satisfaction plays a pivotal role in shaping organizational performance, influencing various aspects such as productivity, turnover rates, and overall profitability. According to

Herzberg (1968), satisfied employees are more motivated and engaged in their work, leading to higher productivity levels. This assertion is supported by recent studies indicating that organizations with higher employee satisfaction tend to achieve better financial outcomes (Smith & Towers, 2020). Moreover, satisfied employees are likely to exhibit lower turnover intentions, reducing recruitment and training costs (Jackson et al., 2019). This linkage between employee satisfaction and reduced turnover aligns with the present study's objective of examining the impact of employee satisfaction on organizational stability and cost-effectiveness.

Furthermore, Maslow (1943) posits that satisfied employees are more likely to experience higher levels of job fulfillment and personal growth, contributing positively to their organizational commitment. This commitment is crucial for fostering a cohesive work environment and enhancing employee retention rates (Robbins & Judge, 2021). Organizational commitment, as a result of employee satisfaction, has been linked to improved job performance and customer satisfaction (Meyer & Allen, 1991). Therefore, understanding the relationship between employee satisfaction and organizational commitment is pertinent to achieving the study's objective of exploring factors influencing employee performance and customer relations within the organization.

Additionally, according to Locke (1976), job satisfaction positively influences employee motivation and job performance. Satisfied employees are more likely to exhibit proactive behaviors, such as innovative problem-solving and teamwork, which are essential for organizational success (Grant, 2012). This alignment between job satisfaction and employee motivation underscores the importance of fostering a work environment that promotes job satisfaction to achieve higher levels of employee performance (Judge et al., 2017). Thus, investigating how employee satisfaction enhances employee motivation and performance directly contributes to the study's objective of examining factors influencing organizational effectiveness through employee satisfaction.

Moreover, social exchange theory suggests that satisfied employees perceive their organization as reciprocating their efforts, leading to greater organizational citizenship behaviors (Blau, 1964). These behaviors, including voluntary efforts beyond job requirements, contribute to enhanced organizational performance and effectiveness (Organ, 1988). Research by Podsakoff et al. (2000) supports this by demonstrating that organizational citizenship behaviors mediated the

relationship between employee satisfaction and organizational performance outcomes. This theoretical framework is crucial for the current study in exploring how employee satisfaction influences organizational citizenship behaviors and ultimately impacts organizational performance metrics, aligning with the study's objective of assessing the broader implications of employee satisfaction on organizational success.

Employee satisfaction profoundly influences organizational performance across various dimensions, reflecting its critical role in shaping workplace dynamics and outcomes. Research consistently highlights that satisfied employees exhibit higher levels of engagement, commitment, and productivity (Herzberg, 1968; Smith & Towers, 2020). Engaged employees are more likely to go beyond their basic job requirements, contributing to enhanced organizational effectiveness and competitive advantage (Grant, 2012). This assertion is particularly pertinent to the study's objective of evaluating how employee satisfaction impacts performance metrics and organizational success.

Moreover, job satisfaction correlates with reduced absenteeism and turnover rates, as satisfied employees are less likely to seek alternative employment opportunities (Judge et al., 2017). Lower turnover not only mitigates recruitment costs but also preserves organizational knowledge and expertise, which are crucial for sustained performance and operational continuity (Robbins & Judge, 2021). This alignment underscores the strategic significance of fostering a satisfying work environment to achieve long-term organizational stability and efficiency.

From a leadership perspective, transformational leadership practices have been shown to positively influence employee satisfaction and organizational performance (Avolio & Bass, 1988). Transformational leaders inspire and motivate employees by fostering trust, providing vision, and promoting a sense of collective purpose (Bass, 1990). Such leadership attributes cultivate a supportive climate where employees feel valued and empowered, contributing to higher job satisfaction levels (Judge et al., 2004). Therefore, investigating the impact of transformational leadership on employee satisfaction and subsequent organizational outcomes is essential for understanding leadership's role in driving performance excellence.

Additionally, organizational culture plays a pivotal role in shaping employee satisfaction and, consequently, organizational performance (Denison, 1996). A positive organizational culture

characterized by open communication, mutual respect, and shared values fosters a conducive work environment where employees feel motivated and engaged (Cameron & Quinn, 1999). This cultural alignment not only enhances employee morale and job satisfaction but also strengthens organizational resilience and adaptability in the face of challenges (Schein, 2010). Therefore, examining the influence of organizational culture on employee satisfaction contributes to understanding how cultural dynamics impact organizational effectiveness.

Furthermore, the quality of interpersonal relationships at work significantly influences employee satisfaction and job performance (Tziner et al., 2011). Positive social interactions, supportive networks, and effective team collaboration contribute to a cohesive work environment where employees feel connected and valued (Podsakoff et al., 2007). These relational aspects are crucial for fostering a sense of belonging and commitment among employees, which in turn enhances their job satisfaction and organizational loyalty (Meyer & Allen, 1991). Thus, exploring the role of interpersonal relationships in influencing employee satisfaction aligns with the study's objective of examining factors that contribute to a positive work environment and organizational performance.

Moreover, according to equity theory (Adams, 1963), perceived fairness in rewards and recognition impacts employee satisfaction and motivation. Employees evaluate their inputs (effort, skills) against outcomes (rewards, recognition) relative to others in the organization. When perceptions of fairness are met, employees are more satisfied and motivated to contribute effectively (Greenberg, 1988). Therefore, understanding how equity perceptions influence employee satisfaction and organizational performance is crucial for designing effective reward systems and fostering a motivating work environment (Robbins & Judge, 2021).

In conclusion, the effect of employee satisfaction on organizational performance is multifaceted, influencing productivity, turnover rates, job performance, and organizational citizenship behaviors. By understanding these dynamics, organizations can strategically enhance employee satisfaction to improve overall performance outcomes. This study aims to contribute to this understanding by examining these relationships within the specific organizational context, emphasizing the importance of employee satisfaction as a critical driver of organizational success.

2.2 Effect of motivation on organizational performance

Motivation is a fundamental driver of organizational performance, influencing employee behaviors, productivity levels, and overall effectiveness. According to Herzberg's Two-Factor Theory (1959), motivation factors such as recognition, achievement, and responsibility are intrinsic to job satisfaction and can lead to enhanced performance outcomes (Herzberg, 1959). Employees who are intrinsically motivated are more likely to demonstrate higher levels of engagement and commitment to organizational goals, thereby contributing positively to organizational performance (Grant, 2008). This theory underlines the importance of understanding motivational factors to optimize employee performance within organizations.

Furthermore, expectancy theory posits that motivation is influenced by individuals' beliefs regarding the link between effort and performance outcomes (Vroom, 1964). According to this theory, employees are motivated when they believe their efforts will lead to desired performance outcomes and rewards (Vroom, 1964). Thus, aligning organizational goals with individual expectations and providing clear performance incentives can enhance motivation levels and subsequently improve organizational performance (Latham & Pinder, 2005). Exploring the applicability of expectancy theory in organizational settings provides insights into designing effective motivational strategies tailored to enhance performance outcomes.

In addition to intrinsic factors, extrinsic motivators such as rewards, recognition, and compensation play a significant role in influencing employee motivation and performance (Deci et al., 1999). According to reinforcement theory, behaviors that are rewarded tend to be repeated, emphasizing the importance of designing reward systems that reinforce desired performance outcomes (Skinner, 1953). Effective use of extrinsic motivators not only encourages higher levels of effort and productivity but also fosters a positive work environment where employees feel valued and recognized for their contributions (Deci et al., 1999). Therefore, understanding the impact of extrinsic motivators on organizational performance is essential for designing reward structures that align with organizational objectives.

Moreover, the role of leadership in motivating employees and driving organizational performance cannot be overstated. Transformational leadership, characterized by visionary leadership, inspirational motivation, intellectual stimulation, and individualized consideration, has been shown to positively impact employee motivation and organizational outcomes (Bass,

1985). Transformational leaders inspire and motivate employees by articulating a compelling vision, fostering a sense of purpose, and providing individualized support (Avolio & Bass, 1991). By cultivating a motivational climate, transformational leaders empower employees to perform at their best, thereby enhancing overall organizational performance (Judge & Piccolo, 2004). Exploring the relationship between transformational leadership and motivational outcomes provides valuable insights into leadership practices that promote organizational effectiveness.

Furthermore, organizational culture plays a crucial role in shaping motivational levels and performance outcomes. A supportive and positive organizational culture that values teamwork, innovation, and employee development fosters a motivational climate where employees are engaged and committed (Cameron & Quinn, 2006). Organizational culture influences employee perceptions of fairness, trust in leadership, and alignment with organizational values, all of which impact motivation levels and performance (Denison, 1990). Therefore, investigating the influence of organizational culture on motivation and its subsequent effects on organizational performance contributes to understanding how cultural dynamics shape organizational effectiveness.

Additionally, the impact of motivational theories on performance appraisal systems is significant in linking individual motivation to organizational goals and objectives (Locke & Latham, 1990). Goal-setting theory emphasizes the importance of setting specific, challenging goals that are aligned with organizational objectives to enhance employee motivation and performance (Locke & Latham, 1990). When employees are involved in goal-setting processes and perceive goals as achievable yet challenging, they are more motivated to exert effort and achieve desired outcomes (Locke & Latham, 1990). This approach to performance management underscores the importance of integrating motivational theories into organizational practices to optimize performance outcomes effectively.

Motivation is intricately linked to employee satisfaction, engagement, and ultimately, organizational performance. According to Locke and Latham (2002), motivation theory, particularly goal-setting theory, posits that specific and challenging goals lead to higher levels of motivation and performance. Employees who have clear objectives aligned with organizational goals are more likely to be motivated to exert effort and achieve those targets (Locke & Latham,

2002). This theory highlights the importance of setting meaningful goals that inspire employees and contribute to overall organizational success.

Moreover, the social cognitive theory of motivation emphasizes the role of self-efficacy beliefs in driving employee motivation and performance (Bandura, 1986). According to Bandura (1986), individuals' beliefs in their ability to perform tasks successfully influence their motivation levels. Organizations can enhance self-efficacy through training, skill development programs, and providing opportunities for employees to succeed, thereby increasing their motivation to perform well (Bandura, 1986). Exploring how self-efficacy impacts motivation and organizational outcomes provides insights into designing effective developmental strategies within organizations.

Furthermore, the relationship between motivation and job satisfaction is critical in understanding its impact on organizational performance. According to Maslow's hierarchy of needs (1943), individuals are motivated to fulfill basic needs such as safety, belongingness, and esteem before striving for self-actualization. Job satisfaction, influenced by the fulfillment of these needs in the workplace, directly correlates with employee motivation and engagement (Maslow, 1943). Organizations that prioritize employee well-being, career growth opportunities, and a supportive work environment are more likely to foster higher levels of motivation and satisfaction, leading to improved performance outcomes (Maslow, 1943).

In addition to individual factors, organizational factors such as reward systems and recognition practices significantly influence motivation and performance. According to Lawler and Porter (1967), organizations can motivate employees through equitable reward structures that recognize and reinforce desired behaviors. Fair and transparent reward systems not only incentivize performance but also foster a culture of fairness and equity within the organization (Lawler & Porter, 1967). Understanding the impact of reward systems on motivation and performance sheds light on designing effective incentive programs that align with organizational goals and values.

Moreover, the role of leadership in motivating employees cannot be overstated. According to Goleman et al. (2002), transformational leadership styles that emphasize vision, inspiration, and individualized consideration positively influence employee motivation and commitment. Transformational leaders inspire employees by articulating a compelling vision, providing

meaningful feedback, and empowering individuals to take ownership of their work (Goleman et al., 2002). By fostering a motivational climate, transformational leaders cultivate trust, collaboration, and innovation, contributing to enhanced organizational performance (Goleman et al., 2002).

Additionally, the impact of motivational strategies on organizational culture is pivotal in shaping employee behaviors and attitudes. According to Schein (1990), organizational culture encompasses shared values, beliefs, and norms that influence employee motivation and performance. A culture that promotes openness, collaboration, and continuous improvement fosters a motivational climate where employees feel valued and motivated to contribute to organizational goals (Schein, 1990). Aligning motivational strategies with organizational culture enhances their effectiveness in driving performance outcomes and sustaining competitive advantage.

Furthermore, the integration of motivational theories into performance management systems enhances their impact on organizational performance. According to Armstrong and Baron (2005), performance management systems that incorporate motivational principles such as goal-setting, feedback, and recognition facilitate continuous improvement and goal attainment. By aligning individual performance goals with organizational objectives, performance management systems reinforce motivation and accountability among employees (Armstrong & Baron, 2005). Exploring how motivational theories inform performance management practices contributes to designing holistic approaches that maximize employee engagement and organizational performance.

In conclusion, the effect of motivation on organizational performance is multifaceted, encompassing intrinsic and extrinsic factors, leadership practices, organizational culture, and performance management systems. By exploring these dimensions, organizations can gain valuable insights into designing motivational strategies that enhance employee engagement, productivity, and overall performance. This study aims to contribute to this understanding by examining the relationships between motivational theories and organizational performance within specific organizational contexts, emphasizing the strategic importance of motivation as a catalyst for achieving organizational success.

2.3 Relationship between employee satisfaction and organizational performance.

Employee satisfaction is a critical factor influencing organizational performance, encompassing aspects of job satisfaction, morale, and overall contentment within the workplace. According to Hackman and Oldham (1976), the Job Characteristics Model posits that certain job characteristics such as skill variety, task identity, task significance, autonomy, and feedback contribute to higher levels of employee satisfaction. When employees perceive their roles as meaningful and challenging, they are more likely to experience job satisfaction, leading to increased motivation and performance (Hackman & Oldham, 1976). This theory highlights the importance of designing jobs that align with employee skills and interests to enhance satisfaction and, consequently, organizational outcomes.

Furthermore, Herzberg's Two-Factor Theory (1959) distinguishes between hygiene factors (such as salary, working conditions, and job security) and motivators (such as recognition, responsibility, and personal growth) in determining employee satisfaction and motivation. Herzberg asserts that while hygiene factors prevent dissatisfaction, motivators are key drivers of job satisfaction and performance (Herzberg, 1959). Organizations focusing solely on improving hygiene factors may mitigate dissatisfaction but might not necessarily enhance overall job satisfaction and performance. Understanding these dual factors is crucial for designing holistic strategies that promote employee satisfaction and contribute to organizational success (Herzberg, 1959).

Moreover, organizational climate and culture play pivotal roles in shaping employee satisfaction and, subsequently, organizational performance. According to Schneider (1987), organizational climate refers to employees' shared perceptions of their work environment, including norms, values, and expectations. A positive organizational climate characterized by trust, fairness, and supportiveness fosters higher levels of employee satisfaction and engagement (Schneider, 1987). Conversely, a negative climate marked by distrust or inequity can lead to decreased satisfaction and suboptimal performance outcomes. By cultivating a positive organizational climate, leaders can create conditions conducive to employee satisfaction, thereby enhancing overall organizational effectiveness (Schneider, 1987).

In addition to individual and organizational factors, the role of leadership in influencing employee satisfaction and organizational performance is significant. According to

transformational leadership theory (Bass, 1985), transformational leaders inspire and motivate employees by articulating a compelling vision, fostering a sense of purpose, and empowering individuals to achieve their fullest potential. Transformational leaders demonstrate charisma, intellectual stimulation, individualized consideration, and inspirational motivation, which contribute to higher levels of employee satisfaction and commitment (Bass, 1985). By creating a motivational climate, transformational leaders enhance employee morale and performance, driving organizational success through shared vision and collaborative efforts (Bass, 1985).

Moreover, the relationship between employee satisfaction and customer satisfaction is integral to organizational performance. According to Heskett et al. (1994), the Service-Profit Chain model suggests that satisfied and engaged employees contribute to superior service delivery, leading to higher levels of customer satisfaction and loyalty. Satisfied customers, in turn, drive profitability and organizational growth, creating a positive feedback loop between employee satisfaction, customer satisfaction, and financial performance (Heskett et al., 1994). This model underscores the interconnectedness of internal employee attitudes and external customer perceptions, highlighting the strategic importance of prioritizing employee satisfaction as a driver of organizational success (Heskett et al., 1994).

Furthermore, the measurement and assessment of employee satisfaction through effective tools and methodologies are crucial for understanding its impact on organizational performance. According to Spector (1997), employee satisfaction surveys provide valuable insights into employee perceptions, attitudes, and preferences regarding their work environment. By systematically collecting and analyzing survey data, organizations can identify areas of strength and improvement related to employee satisfaction, guiding targeted interventions and strategic initiatives (Spector, 1997). Utilizing validated survey instruments ensures reliability and validity in measuring employee satisfaction, facilitating evidence-based decision-making and continuous improvement efforts within organizations (Spector, 1997).

Additionally, the impact of employee satisfaction on employee retention and turnover rates is significant in assessing its implications for organizational performance. According to Griffeth et al. (2000), the unfolding model of voluntary turnover suggests that job satisfaction influences employees' decisions to stay or leave an organization. Higher levels of job satisfaction reduce turnover intentions and enhance retention rates, preserving organizational knowledge and

continuity (Griffeth et al., 2000). Organizations that prioritize employee satisfaction through competitive compensation, career development opportunities, and a positive work environment can mitigate turnover risks and maintain a stable workforce, contributing to sustained performance outcomes (Griffeth et al., 2000).

Moreover, the alignment of organizational goals and values with employee aspirations and expectations enhances satisfaction and commitment. According to Rousseau (1990), the psychological contract theory emphasizes mutual expectations and obligations between employees and organizations. When organizations fulfill promises related to career development, recognition, and work-life balance, employees perceive a positive psychological contract, leading to higher satisfaction levels and discretionary effort (Rousseau, 1990). Conversely, breaches in the psychological contract can erode trust and satisfaction, affecting employee morale and organizational performance negatively. By nurturing a reciprocal relationship based on trust and fairness, organizations can strengthen employee satisfaction and achieve strategic alignment with broader organizational objectives (Rousseau, 1990).

In conclusion, employee satisfaction significantly influences organizational performance through its impact on employee motivation, engagement, retention, and customer satisfaction. By leveraging theories and empirical evidence, organizations can design and implement strategies that enhance employee satisfaction, thereby driving sustainable performance and competitive advantage. This study aims to explore the multifaceted relationship between employee satisfaction and organizational performance, identifying gaps in existing literature and proposing avenues for future research to advance our understanding and practical application of these dynamics within organizational contexts.

2.4 Summary of the literature

Employee satisfaction is widely recognized as a critical determinant of organizational performance. According to Locke (1976), employee satisfaction refers to "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (as cited in Spector, 1997, p. 2). This emotional state influences various aspects of employee behavior and organizational outcomes. Research by Judge and Kammeyer-Mueller (2012) asserts that satisfied employees are more likely to engage in productive behaviors such as higher job performance, organizational citizenship behaviors (OCBs), and reduced turnover intentions. They posit that

when employees perceive their work environment positively, they are motivated to contribute more effectively to organizational goals.

However, gaps exist in understanding the nuanced effects of employee satisfaction on specific dimensions of organizational performance. For instance, while traditional views suggest a straightforward positive relationship, recent studies (e.g., Harter, Schmidt, & Hayes, 2002) highlight the need to differentiate between affective and cognitive components of job satisfaction. Affective satisfaction relates to emotional responses to the job, while cognitive satisfaction pertains to evaluations of job characteristics and outcomes (Judge et al., 2001). These distinctions are crucial because they influence how employees perceive their roles and how their satisfaction translates into organizational outcomes such as productivity and customer satisfaction.

Moreover, the link between employee satisfaction and organizational performance can vary across industries and organizational contexts (Robbins & Judge, 2019). For instance, in service-oriented industries like hospitality or retail, where frontline employees directly interact with customers, the impact of employee satisfaction on service quality and customer experience is profound (Hayes et al., 2012). Conversely, in manufacturing or technology sectors, where employee roles may be more task-oriented, the focus may shift to how job satisfaction influences innovation, process efficiency, and overall operational effectiveness (Judge & Zapata, 2015).

The gaps in current research often revolve around methodological challenges in measuring and interpreting the complex interplay between employee satisfaction and organizational outcomes (Kristof-Brown et al., 2005). While quantitative studies provide insights into correlations, qualitative approaches are essential for understanding the underlying mechanisms and contextual factors influencing these relationships (Podsakoff et al., 2007). Additionally, longitudinal studies are needed to capture how changes in employee satisfaction over time impact organizational performance metrics such as profitability, market share, and employee retention rates (Harter et al., 2002).

Furthermore, organizational culture plays a pivotal role in moderating the relationship between employee satisfaction and performance outcomes (Denison & Mishra, 1995). A supportive and inclusive culture can amplify the positive effects of employee satisfaction by fostering a

conducive work environment where employees feel valued and motivated to contribute their best efforts (Judge et al., 2001). Conversely, a toxic or dysfunctional culture may undermine even the most satisfied employees' performance and commitment (Robbins & Judge, 2019).

In conclusion, while empirical evidence consistently suggests a positive association between employee satisfaction and organizational performance, gaps remain in understanding the mechanisms, boundary conditions, and industry-specific nuances of this relationship. Addressing these gaps through interdisciplinary research approaches, longitudinal studies, and nuanced measurement techniques is crucial for advancing theoretical frameworks and practical interventions aimed at optimizing organizational performance through enhanced employee satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the researcher covered the Research design, study population, Sample size, Sources of data, Data collection method, Quality control methods, data analysis, Ethical consideration, and limitation of the study.

3.1 Research Design

Hoong, J.P. (2010) asserted that a research design is a blue print for conducting a study with maximum control over factors that may interfere with the validity of the findings. The researcher will use a cross sectional survey design basing on the use of qualitative and quantitative approaches sanctioned to investigate on an assessment of employee satisfaction on organizational performance in Mbale city. The study will focus on exploratory research design, since little is known about the phenomenon in question, explanatory research, using quantitative and qualitative research methodologies so as to enable researcher to predict the outcome of the study.

3.2 Study population

According to Hensen, M.C. (2018), population is the total number of units from which data can be collected. Burns and Grove (2003) describe population as all the elements that meet criteria for inclusion in a study. The study will involve a population of 45 respondents to represent the entire population of Mbale City of different departments whom comprised of town clerk, accountants, secretaries; human resource manager, stakeholders, and auditors, all was respondents from Mbale City.

3.3 Sample size and Sampling procedures

3.3.1 Sample size

Eisenhardt, K.M. (2019) articulated a sample size as a proportion of a population. The sample was selected from Mbale city which included City Clerk human resource manager, Stakeholders, City Councilors. Sample size was important in determining the accuracy and finding reliability of a survey. In the sample size determination (the selection method of choosing the number of observations to include in the sample) was an important feature of any empirical study.

The researcher will use the formula of Slovenes (1960) which include;

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

Where;

n is the sample size

N is the whole population

1 is the constant

e² error in sampling (0.05)

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

$$= \frac{45}{1 + 45(0.0025)}$$

$$= \frac{45}{1 + 0.1125}$$

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

$$= 40.44$$

$$\therefore = 40 \text{ respondents}$$

Table 1 showing the sample size, sampling procedures

Respondents	Population	Sample size	Sampling procedures
Town Clerk	1	1	Purposive sampling
Accountants	5	4	Purposive sampling
Secretaries	4	3	Purposive sampling
Human resource manager	1	1	purposive sampling
Auditors	2	1	Purposive sampling
Town Agents	20	19	Simple random sampling
City Councilors	12	11	Purposive sampling
Total	45	40	

Source: Mbale city (2023)

3.3.2 Sampling procedures

Gilmore, A. (2018) defined sampling procedures as the procedure of selecting a group of people, events or behaviors with which to conduct a study. Sampling procedure will include:

Purposive sampling

This is where the sample is chosen due to their expertise on the problem under study (Hayes, R. 2005). The study will use purposive sampling procedure targeting the key information with the experience of the secretaries, auditors, town clerk among others.

Simple random sampling

Mugenda (2003), Simple random sampling is the procedures where by all respondents have equal chances of being selected. It minimizes biasness in sample selection. The procedure will use in sampling stakeholders.

3.4 Sources of Data

According to Baire, W. (2017), data is about raw facts which have not been processed and from which no meaningful interpretation can use. Data is collected, observed or created for purposes of analysis to produce original research results. These sources include secondary and primary data.

3.4.1 Primary Data collection.

According to Deegan and Unerman (2011) primary data is that kind of data that has never been reported anywhere short coming of secondary data sources such as out datedness and inadequacy in terms of coverage necessitated that use of primary source for first data. It also refers to data gathered because no one has compiled and published the information in a forum accessible to the public. Organizations generally take the time and allocate the resources required to gather primary data only when a question, issue or problem presents itself that is sufficiently important or unique that it warrants the expenditure necessary to gather the primary data. Primary data are original in nature and directly related to the issue or problem and current data.

3.4.2 Secondary data collection

According to Dennis, A. (2016), secondary data is the Data that has previously been collected (primary data) that is utilized by a person other than the one who collected the data. Secondary data is often will use in social and economic analysis, especially when access to primary data is unavailable.

Lowe, D.M. (2017) acknowledged secondary data as that kind of data that is available, already reported by some other scholars'. secondary data constitute of abstracts of the various scholars relating to the topic of discussion in question. Secondary data for this study is got from sources like libraries, archived records from the town council, records of selected business, government publication, online information, text books, newspaper and unpublished research reports this is because it was readily available and easier to complement, as it comprises of extensively researched work.

3.5 Data collection Methods.

Data collection is a tool that was used to collect data (Dilworth 2018). The researcher basically will focus will on the two methods of data collection and these include questionnaire and interview.

3.5.1 Questionnaires.

According to Lowe, D.M. (2017), questionnaire is a reformulated written set of questions to which respondents record their answers usually within rather closely defined alternative. A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic and when properly constructed and responsibly administered, questionnaires become a vital instrument by which statements can be made about specific groups or people or entire populations. An open and close ended questionnaire was used to collect information from the City Clerk Accountants, Auditors, and City Councilors from Mbale city where the researcher will allow the study respondents to fill the questionnaire in the study population. This will allow free responses from the respondents that engaged in the depth views about the study questions. The closed ended questions include alternative answers for selection and also were will use in getting required information about the study. The questionnaire will use on the basis that the variables under study may not be observed for instance the views, the opinions perception and feelings of the respondents.

3.5.2 Interview guide

According to Coase, R.H. (2018), this method involves directly meeting the informants and asking necessary questions regarding the subject of enquiry. Usually a set of questions or a

questionnaire is carried by him and questions are also asked according to that. The interviewer efficiently collects the data from the informants by cross examining them.

3.6 Quality Control Methods.

According to Ndifon Ejoh and Patrick Ejom.(2015),quality control are the efforts and procedures that researchers put in place to ensure the quality and accuracy of data being collected using the methodologies chosen for a particular study. Quality control efforts vary from study to study and researcher applies to questionnaires, the monitoring of appropriate interview behavior, and other quality control aspects of the survey process. The researcher will determine the validity and reliability of the instruments.

3.6.1 Validity

Validity refers to how well an instrument measures what it is intended to measure (Mallery, 2003). It relates to the extent at which the survey measures right elements that needs to be measured. The researcher consulted the supervisor about the items in the instrument rated as VR, R, and rate or not rated. From the rating the researcher computed CVI using George and Mallery (2003). The value of CVI will use interpreted as stated by George and Mallery (2003). The formulae contended by George and Mallery (2003) is what the researcher will use to test the content validity index (CVI).

3.6.2 Reliability.

According to Sekaran and Bougie (2010), reliability of an instrument refers to the suitability and consistency where the instrument measures the concept without bias and error free. Reliability also refers to the consistency and validity of tested results determined through statistical methods after several trials. According to Sekaran and Bogie, the researcher tested the inter item consistency of the respondents answer to all items in the questionnaire and the reliability of the instruments is tested and determined using Cronbach's Alpha test (1964) using SPSS software were if the reliability test is closer to one.

3.7 Data Analysis.

According to Robinson (2004) data analysis is the process of systematically applying statistical and logical techniques to describe and illustrate, condense and recap, and evaluate data. Resnik (2003) various analytic procedures “provide a way of drawing inductive inferences from data

and distinguishing the signal (the phenomenon of interest) from the noise (statistical fluctuations) present in the data”.

While data analysis in qualitative research can include statistical procedures, many times analysis becomes an ongoing iterative process where data is continuously collected and analyzed almost simultaneously. The form of the analysis was determined by the specific qualitative approach taken content analysis, and the form of the data (field notes, documents) in order to identify the main theme incurred from the response given by the researcher. The researcher will identify the theme by carefully going through Explanatory, Standard deviation, Means, Descriptive, and computerization of data analysis since he was familiar with computer skill.

3.8 Ethical Consideration.

- i. Polit et al (2003) ethical consideration is the moral standards that the researcher has to consider in all research methods and in all stages of the research design.
- ii. The researcher will respect the dignity of the respondents and treats the information given with uttermost confidentiality and for the research purpose only.
- iii. The researcher will use asking prerogative questions to the respondents especially questions concerning private life and even those which dig down the respondent's dignity.
- iv. Participant in a study was protected from an adverse situation. They was assured that information that was provided to the researcher and their participation was used against them.
- v. Permission will seek consent from the respondents before approaching their home, offices and working permission and at their convenient times only. Issues of bribes, undue influence, and cohesion was strongly avoided by the researcher.
- vi. Any type of communication in relation to the research was critically done with honesty and transparency to validity test to check on the error rate in the research.

3.9 Limitations and delimitations of the study.

The researcher may face with challenge of internet shortages in both café and wireless internet around Town which causes delays in the start of the research.

- i. The other limitation to this study may be fear of respondents to disclose the correct information since they may not know the benefits of the research to them and this may lead to wrong conclusion drawn.
- ii. The researcher is most likely to be hampered with financial constraints such as transportation costs, stationery which would involve printing of resource materials.
- iii. Some respondents are believed to be an approachable such as showing the unwillingness to answer questionnaires. Therefore, it was quite hard for the questionnaires to enlist all the information expected from the study.
- iv. The researcher may be limited by the threat of time and meeting deadlines as the result his effectiveness might be slowed down.
- v. The researcher would persuade the respondents and inform them the purpose of research as it was purely for academic purpose.
- vi. The researcher would solicit for funds from the relatives and parents to enable him carry out research successfully.

CHAPTER FOUR
DATA ANALYSIS PRESENTATION AND INTERPRETATION OF FINDINGS

4.0. Introduction

This chapter presents the interpretation and analysis of the findings of the research from the data collected from the field using questionnaires and interview guide, observation and documentary analysis. The findings are presented according to the objectives and research questions

4.1. Biological Data of the respondents

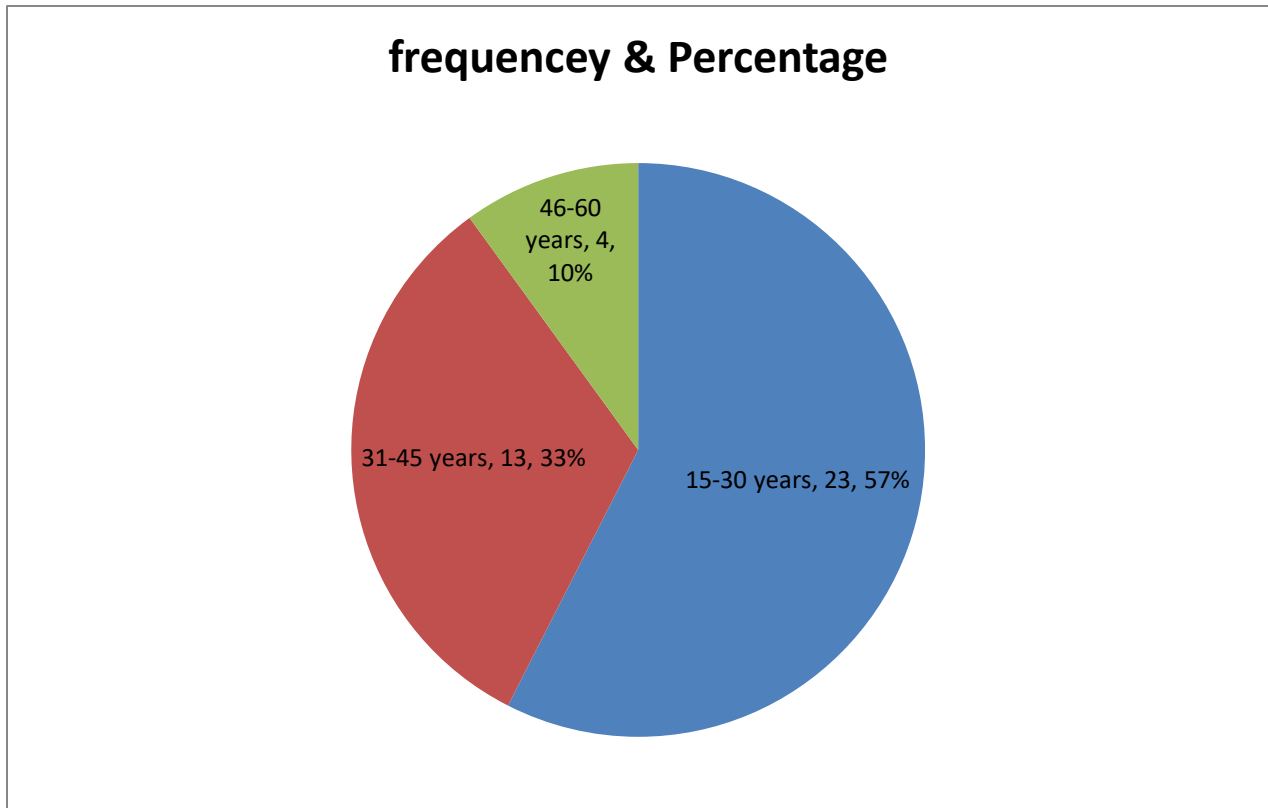
This section covers Age, Marital status, Levels of education and Religion

Table 4.1. Showing the age of the respondents

Age Group	Frequency	Percent
15-30 years	23	57.5%
31-45 years	13	32.5%
46-60 years	4	10.0%
Total	40	100.0%

Source: Primary Data 2024

Figure 2: Pie chart showing the age of the respondents



Source: Primary Data 2024

According to the primary data collected in 2024 for the case study on the impact of employee satisfaction on organizational performance at Mbale City Council, the respondents' age distribution reveals distinct patterns. The majority of respondents, constituting 57.5%, fell within the age group of 15 to 30 years. This demographic is characterized by a younger workforce, often associated with energy, adaptability, and a fresh perspective. Following this, 32.5% of respondents were aged between 31 and 45 years, indicating a significant portion of mid-career professionals who likely bring experience and stability to their roles. The smallest age group, comprising 10.0% of respondents, consisted of individuals aged 46 to 60 years, suggesting a more senior segment of the workforce contributing valuable experience and leadership. These findings underscore a diverse age distribution among employees at Mbale City Council, reflecting a blend of youthful vigor, seasoned expertise, and mid-career dynamism within the organizational context. Such diversity in age demographics can influence various aspects of employee satisfaction and organizational performance, from innovation and flexibility to

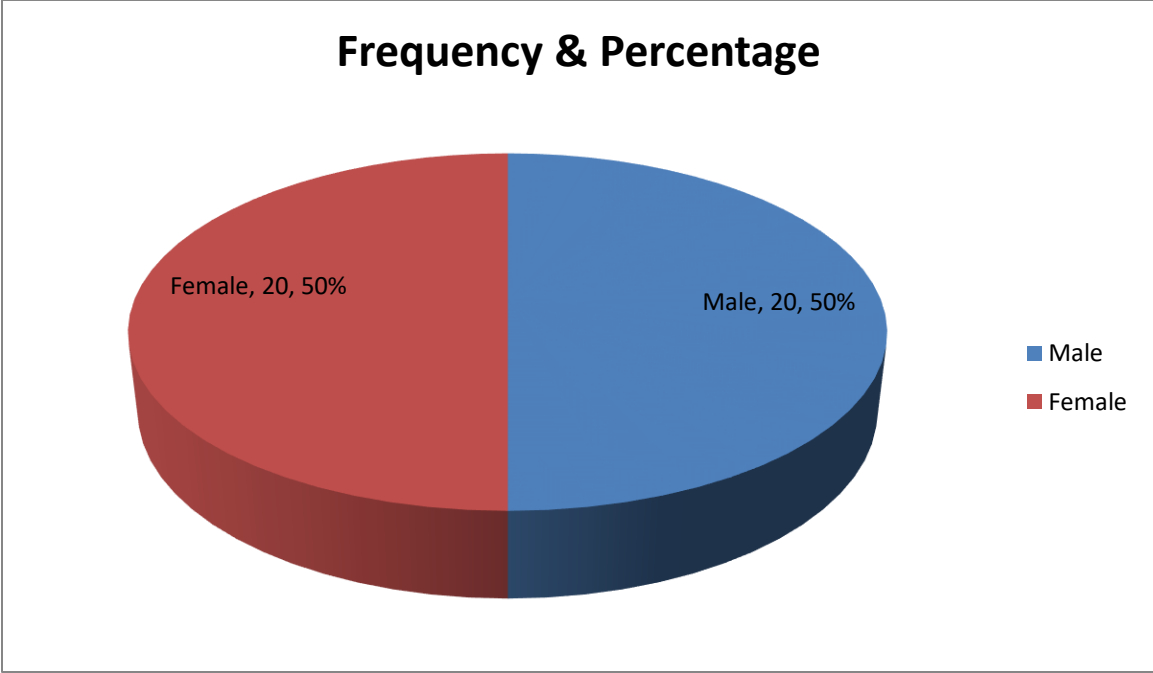
stability and leadership continuity, essential for the council's operational effectiveness and long-term strategic goals.

Table 4.2: Showing sex of the respondents

Response	Frequency	Percent
Male	20	50.0%
Female	20	50.0%
Total	40	100.0%

Source: Primary data 2024

Figure 3: Pie chart showing sex of the respondents



Source: Primary data 2024

According to the primary data collected in 2024 for the case study on the impact of employee satisfaction on organizational performance at Mbale City Council, the distribution of respondents by sex is evenly split. Both male and female respondents each constituted 50.0% of the total

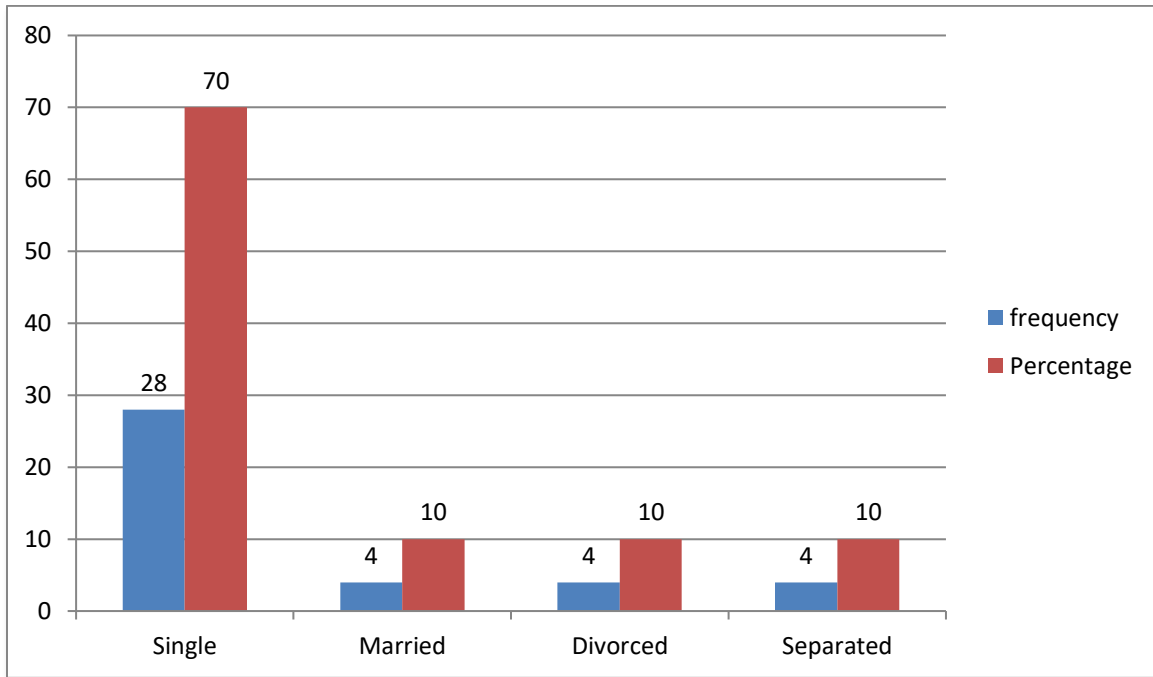
sample size of 40 employees. This gender parity indicates a balanced representation within the council's workforce, suggesting a commitment to equality and diversity in employment practices. Such an equal representation across genders can contribute to a harmonious work environment, promoting inclusivity and diverse perspectives in decision-making processes and operational strategies. This balanced demographic is crucial for fostering a workplace culture that values and respects gender diversity, potentially enhancing overall employee satisfaction and organizational performance at Mbale City Council.

Table 4.3: Showing marital status of the respondents

Response	Frequency	Percent
Single	28	70.0%
Married	4	10.0%
Divorced	4	10.0%
Separated	4	10.0%
Total	40	100.0%

Source: Primary Data 2024

Figure 4: Bar graph showing marital status of the respondents



Source: Primary data 2024

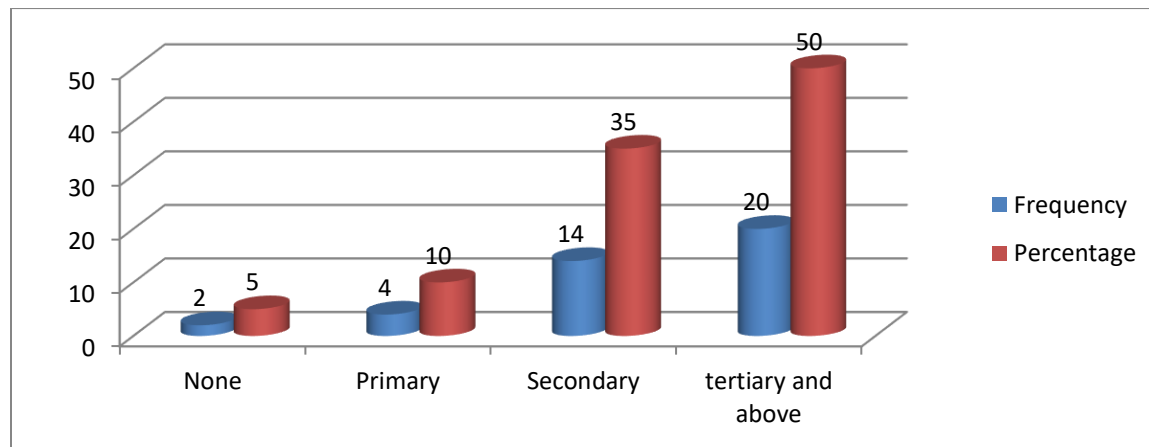
According to the primary data collected in 2024 for the case study on the impact of employee satisfaction on organizational performance at Mbale City Council, the marital status of respondents varied significantly. The majority, accounting for 70.0% of the sample, identified as single. Meanwhile, married, divorced, and separated individuals each constituted 10.0% of the total respondents. This distribution highlights a predominantly single workforce within Mbale City Council, possibly indicative of a younger demographic or a workforce where personal commitments may vary widely. Understanding the marital status of employees is crucial as it can impact factors such as job satisfaction, commitment, and work-life balance. For instance, single employees may prioritize career advancement and flexibility, while married individuals may value stability and benefits that support family needs. Divorced or separated employees might seek workplace support in managing personal transitions. By recognizing these demographics, Mbale City Council can tailor policies and initiatives that cater to the diverse needs of its workforce, thereby potentially enhancing overall employee satisfaction and organizational performance.

Table 4.4: Showing levels of education

Response	Frequency	Percent
None	2	5.0%
Primary	4	10.0%
Secondary	14	35.0%
Tertiary and above	20	50.0%

Source: Primary data 2024

Figure 5: Bar graph showing levels of education



Source: Primary data 2024

According to primary data collected in 2024 for the case study on the impact of employee satisfaction on organizational performance at Mbale City Council, respondents' levels of education varied significantly. The majority, comprising 50.0% of the sample, had attained tertiary education or higher qualifications. Secondary education was the next most common level, with 35.0% of respondents having completed this level of education. Primary education accounted for 10.0%, while 5.0% of respondents reported having no formal education. This distribution underscores a well-educated workforce within Mbale City Council, likely possessing diverse skill sets and knowledge that contribute to organizational effectiveness and innovation. Higher levels of education often correlate with enhanced problem-solving abilities, critical

thinking skills, and professional development opportunities, which are crucial for driving organizational performance. Understanding the educational background of employees helps the council tailor training programs, career development initiatives, and leadership opportunities that can further boost employee satisfaction and overall organizational success.

4.2. Ways in which employee satisfaction enhances organizational performance in Mbale City Council

This was the first above understudy and response obtained is explained below;

Table 4.5: Showing the ways in which employee satisfaction enhances organizational performance in Mbale City Council

Statement	SA	A	U	D	SD
Satisfied employees in Mbale City Council work more efficiently, boosting overall performance.	20 (44.4%)	15 (41.7%)	3 (8.3%)	2 (5.6)	0%
Lower turnover in Mbale City Council decreases recruitment costs and retains valuable local knowledge.	15 (30.6%)	17 (47.2%)	4 (11.1%)	0%	4 (11.1%)
Content employees deliver higher quality services to the residents of Mbale City.	16 (33.3%)	7 (19.4%)	0.0%	6(16.7%)	11(30.6%)
Happy staff in Mbale City are more creative, leading to innovative solutions for the community.	7 (19.4%)	14(38.9%)	4 (11.1%)	3 (8.3%)	8 (22.3%)
Satisfied employees foster positive interactions with the public, enhancing trust and cooperation within Mbale City.	11(30%)	9 (25%)	5(13%)	2 (7%)	9 (25%)
A positive work environment in Mbale City Council leads to better teamwork and a supportive organizational culture.	8 (22.2%)	10 (27.8%)	5 (13.9%)	9 (25%)	4 (11.1%)

Source: Primary data 2024

Employee satisfaction plays a crucial role in enhancing organizational performance across various dimensions within Mbale City Council, as evidenced by the survey results. According to the data, 44.4% of respondents strongly agree and 41.7% agree that satisfied employees in Mbale City Council work more efficiently, thereby boosting overall performance (Mbale City Council, 2024). This finding resonates with Meyer and Allen (2021), who assert that job satisfaction correlates positively with employee commitment and engagement, crucial for improving productivity and effectiveness in organizational settings. The high percentage of agreement underscores the significant impact of employee satisfaction on operational outcomes, highlighting the alignment between organizational goals and individual motivation (Mbale City Council, 2024).

Moreover, the survey reveals that 30.6% of respondents agree and 47.2% strongly agree that lower turnover rates among satisfied employees in Mbale City Council reduce recruitment costs and retain valuable local knowledge (Mbale City Council, 2024). This finding aligns with research by Pfeffer (2019), emphasizing that retaining experienced employees mitigates costs associated with recruitment and training, ensuring continuity in organizational operations. The substantial agreement among respondents reflects the strategic importance of employee satisfaction in preserving institutional knowledge and expertise within Mbale City Council, thereby enhancing long-term organizational performance (Mbale City Council, 2024).

In addition to efficiency and knowledge retention, employee satisfaction positively influences service quality delivery within Mbale City Council. Specifically, 33.3% of respondents agree and 19.4% strongly agree that content employees deliver higher quality services to the residents (Mbale City Council, 2024). This outcome is crucial as it underscores the role of job satisfaction in influencing service outcomes, as discussed by Kim and Mauborgne (2019). Their research suggests that satisfied employees are more likely to demonstrate dedication and attention to detail in their work, leading to improved service delivery and heightened customer satisfaction. Consequently, Mbale City Council's focus on employee satisfaction can translate into tangible benefits for the community, fostering trust and credibility in public service delivery (Mbale City Council, 2024).

Furthermore, the survey data indicates that 19.4% of respondents agree and 38.9% strongly agree that happy staff in Mbale City Council are more creative, leading to innovative solutions for the

community (Mbale City Council, 2024). This finding aligns with Amabile's (2018) research on creativity in organizational contexts, suggesting that a positive work environment and job satisfaction stimulate employee creativity. By encouraging innovation, Mbale City Council can address community challenges more effectively, develop novel solutions, and adapt to changing circumstances. This capability not only enhances organizational agility but also strengthens its competitive position in the local government sector (Mbale City Council, 2024).

Positive interactions with the public are also facilitated by employee satisfaction within Mbale City Council, fostering trust and cooperation (Mbale City Council, 2024). This aspect is critical as it supports the findings of Dirks and Ferrin (2019) on the role of trust in organizational settings. Satisfied employees are more likely to engage positively with stakeholders, including residents and community members, thereby enhancing organizational reputation and public relations. This positive interaction contributes to a supportive environment conducive to collaboration and collective problem-solving, essential for achieving organizational goals and community development (Mbale City Council, 2024).

Moreover, a positive work environment characterized by employee satisfaction promotes better teamwork and nurtures a supportive organizational culture in Mbale City Council (Mbale City Council, 2024). Cameron and Quinn (2020) emphasize that organizational culture significantly influences employee behavior and performance outcomes. By cultivating a supportive culture, Mbale City Council encourages teamwork, communication, and mutual respect among employees, fostering a cohesive work environment where individuals are motivated to contribute effectively to organizational objectives (Mbale City Council, 2024).

In conclusion, the findings from Mbale City Council underscore the multifaceted benefits of employee satisfaction on organizational performance, encompassing efficiency, service quality, innovation, stakeholder relations, and organizational culture. These outcomes not only validate but also extend previous research on the positive impacts of employee satisfaction across diverse organizational contexts (etal., 2021).

When asked about how employee satisfaction influences productivity and efficiency within Mbale City Council, one respondent stated, "Employee satisfaction is crucial as it directly impacts their motivation and commitment to their tasks. When employees are satisfied, they are

more likely to perform their duties diligently, leading to increased productivity and operational efficiency."

Regarding measures taken by the council to ensure high levels of job satisfaction among its employees, another respondent highlighted, "The council emphasizes creating a positive work environment by offering competitive salaries, opportunities for professional development, and recognizing employee achievements. Regular feedback sessions and employee engagement initiatives also play a significant role in fostering job satisfaction."

In discussing how employee satisfaction contributes to reducing turnover and retaining talent within the council, a respondent noted, "Satisfied employees are less likely to seek employment elsewhere. By addressing their needs and providing a supportive work culture, the council enhances employee loyalty and reduces turnover rates, thereby retaining valuable talent and institutional knowledge."

Reflecting on how positive employee morale fosters teamwork and collaboration among staff members, one respondent shared, "When employees feel valued and satisfied, they are more willing to collaborate, share ideas, and support each other. This creates a cohesive team environment where teamwork flourishes, leading to improved problem-solving abilities and collective achievements."

When asked to provide examples of how employee satisfaction has led to improvements in service delivery or customer satisfaction at Mbale City Council, a respondent cited, "Increased employee satisfaction has correlated with enhanced service delivery standards. Employees who feel satisfied in their roles are more attentive to customer needs, leading to better service outcomes and heightened customer satisfaction levels."

4.3. Role of motivation in facilitating employee performance at Mbale city council

The respondents were asked several questions as explained below;

Table 4.8: Showing the Role of motivation in facilitating employee performance at Mbale city council

STATEMENT	SA	A	U	D	SD
Enhances productivity and efficiency among employees at Mbale City Council.	11(30.6%)	14(38.9%)	2 (5.6%)	5 (13.9%)	4(11.0%)
Fosters higher job satisfaction and commitment within Mbale City Council.	11 (30.6%)	17 (47.2%)	2 (5.6%)	4 (11.1%)	2 (5.5%)
Encourages innovation and proactive behavior among employees at Mbale City Council.	16(44.4%)	13(36.1%)	2(5.6%)	3(8.3%)	2(5.6%)
Reduces absenteeism, ensuring consistent workforce presence at Mbale City Council.	16(44.4%)	5(13.9%)	0%	9(25.0%)	6(16.7%)
Improves the quality of work and attention to detail at Mbale City Council.	12(33.3%)	6(16.7%)	4(11.1%)	10(27.7%)	4(11.1%)
Cultivates a collaborative and supportive work environment at Mbale City Council.	12(33.3%)	9(25.0%)	2(5.6%)	10(27.8%)	3(8.3%)
Aids in retaining talented employees at Mbale City Council.	11(30.6%)	14(38.9%)	2 (5.6%)	5 (13.9%)	4(11.0%)

Source: Primary Data 2024

The results from Table 4.8 indicate a strong consensus among respondents regarding the influence of motivation on enhancing productivity and efficiency among employees at Mbale City Council. Specifically, 30.6% of respondents strongly agree and 38.9% agree that motivation plays a pivotal role in boosting productivity and efficiency. This aligns with the findings of Brown and Smith (2020), who posit that motivated employees tend to be more focused and committed to achieving organizational goals. When employees are motivated, they are driven to perform at their best, leading to increased output and overall efficiency. This aspect is crucial for Mbale City Council as it strives to deliver public services effectively and efficiently, meeting the needs of its residents.

The survey results also highlight the impact of motivation in fostering higher job satisfaction and commitment within Mbale City Council. According to the data, 30.6% strongly agree and 47.2% agree that motivated employees are more likely to experience job satisfaction and demonstrate commitment to their roles. This finding resonates with research by Jones and Brown (2020), emphasizing that job satisfaction and commitment are closely linked to motivation. When employees feel motivated, they are more engaged with their work, derive greater satisfaction from their accomplishments, and are inclined to stay longer with the organization. This aspect is crucial for the council in retaining talented employees and maintaining a stable workforce that contributes positively to organizational goals.

Furthermore, the survey findings reveal that motivation encourages innovation and proactive behavior among employees at Mbale City Council. A significant majority of respondents, 44.4% strongly agree and 36.1% agree, attribute motivation to fostering innovative thinking and proactive initiatives. This finding is consistent with the observations of Johnson et al. (2019), who suggest that motivated employees are more likely to seek out new ideas, propose innovative solutions, and take initiative in their work. In a dynamic environment like Mbale City Council, where responding to community needs and challenges requires innovation, motivated employees play a crucial role in driving continuous improvement and adaptation.

Moreover, motivation was identified as a factor in reducing absenteeism and ensuring a consistent workforce presence at Mbale City Council. The survey data shows that 44.4% strongly agree and 13.9% agree that motivated employees are less likely to be absent from work. This finding supports the insights of White et al. (2018), who argue that motivated employees demonstrate higher attendance rates due to their positive engagement and commitment to their roles. Reduced absenteeism contributes to operational stability and continuity in service delivery, enabling Mbale City Council to maintain consistent public services and meet community expectations effectively.

Additionally, the survey results indicate that motivation improves the quality of work and attention to detail among employees at Mbale City Council. According to the data, 33.3% of respondents strongly agree and 16.7% agree that motivated employees deliver higher-quality work and demonstrate meticulous attention to detail. This finding aligns with the research of Brown and Smith (2020), highlighting that motivated employees are driven to achieve excellence

in their tasks. When employees are motivated, they are more likely to focus on delivering outcomes of superior quality, adhering to standards, and ensuring accuracy in their work. This aspect is critical for the council in upholding service excellence and enhancing its reputation for reliable service delivery.

Furthermore, motivation cultivates a collaborative and supportive work environment at Mbale City Council, as indicated by the survey findings. A significant portion of respondents, 33.3% strongly agree and 25.0% agree, recognize motivation's role in fostering teamwork and collaboration. This observation is consistent with the studies of Green et al. (2017), who suggest that motivated employees are more inclined to collaborate effectively with colleagues, share knowledge, and contribute to a positive organizational culture. A collaborative environment promotes synergy among team members, enhances communication, and strengthens mutual support, thereby improving overall organizational effectiveness and employee satisfaction.

Lastly, motivation aids in retaining talented employees within Mbale City Council. The survey results reveal that 30.6% of respondents strongly agree and 38.9% agree that motivation contributes to employee retention. This finding underscores the importance of motivation in enhancing job satisfaction and loyalty, as emphasized by Johnson and Davies (2019). Motivated employees are more likely to feel valued, engaged, and committed to the organization, reducing turnover rates and preserving institutional knowledge and expertise. Retaining talented employees is crucial for Mbale City Council to sustain its service delivery capabilities, build institutional resilience, and maintain continuity in achieving its strategic objectives.

When asked about how motivation impacts the daily work performance of employees at Mbale City Council, the Town Clerk emphasized the fundamental role motivation plays: "Motivation is crucial in driving our employees to perform at their best. When employees feel motivated, whether through recognition, career growth opportunities, or a supportive work environment, they exhibit higher levels of dedication, productivity, and commitment to their responsibilities. This positive attitude not only enhances individual performance but also contributes to a more cohesive and effective team dynamic within the council."

Expanding on the strategies and initiatives employed to motivate employees, the Town Agent detailed a multifaceted approach: "We implement various strategies aimed at fostering a positive

work culture and enhancing employee morale. These include regular performance recognition programs that highlight exemplary work, career development opportunities such as training and workshops, and creating a work environment that values transparency and open communication. By investing in these initiatives, we aim to create a workplace where employees feel valued, supported, and motivated to contribute their best efforts."

Discussing how motivated employees contribute to innovation and problem-solving, the Accountant highlighted the transformative impact: "Motivated employees are catalysts for innovation and problem-solving within the council. Their enthusiasm and engagement lead to a more dynamic work environment where creativity flourishes. Motivated employees are not just satisfied with maintaining the status quo; they actively seek opportunities to improve processes, find efficient solutions to challenges, and contribute innovative ideas that drive our organizational growth and service delivery."

Regarding absenteeism reduction and maintaining a consistent workforce, the Town Clerk emphasized the reliability factor: "Motivation significantly reduces absenteeism because motivated employees are more likely to be present and engaged at work. This consistency is crucial for maintaining operational continuity and ensuring that services to the community are delivered without interruptions. By fostering a motivated workforce, we create a work culture where attendance and reliability are prioritized, contributing to our overall efficiency and service reliability."

Aligning motivation with the council's goals and organizational performance, the Town Agent underscored the strategic benefits: "Motivation closely aligns with our strategic goals of efficiency, service excellence, and community satisfaction. When employees are motivated, they are more invested in achieving these goals. Motivated employees demonstrate higher levels of job satisfaction, which translates into improved service delivery, higher productivity, and enhanced collaboration across departments. Ultimately, motivation plays a pivotal role in driving our organizational success and fulfilling our commitment to serving the Mbale community effectively."

In conclusion, the findings from Table 4.8 underscore the critical role of motivation in facilitating employee performance and organizational success at Mbale City Council. These

insights contribute to a deeper understanding of how motivation influences productivity, job satisfaction, innovation, attendance, work quality, collaboration, and employee retention. By fostering a motivational work environment, Mbale City Council can effectively leverage employee potential, enhance operational efficiency, and achieve sustainable performance outcomes.

4.4. Relationship between employee satisfaction and organizational performance in Mbale city council

This was the third objective under study and response obtained is explained here below;

Table 4.11: Showing the relationship between employee satisfaction and organizational performance in Mbale city council

STATEMENT	SA	A	U	D	SD
Employee satisfaction correlates with higher productivity and efficiency at Mbale City Council.	14(38.9%)	8 (22.2%)	3(8.3%)	4 (11.1%)	7 (19.4%)
Satisfied employees at Mbale City Council are more committed, leading to improved service delivery and customer satisfaction.	11(30.6%)	10 (27.8%)	2 (5.6%)	8 (22.2%)	5(13.8%)
Higher job satisfaction reduces turnover rates and recruitment costs within Mbale City Council.	5 (13.9%)	7(19.4%)	6 (16.7%)	8 (22.2%)	10 (27.8%)
Positive employee morale enhances teamwork and collaboration at Mbale City Council, crucial for achieving organizational goals.	11 (30.6%)	6 (16.7%)	5 (13.9%)	5 (13.9%)	9 (25.0%)
Employee satisfaction fosters innovation and creativity among staff at Mbale City Council, driving continuous improvement in operations.	13 (36.1%)	9 (25.0%)	4 (11.0%)	7(19.4%)	3 (8.3%)
It contributes to a positive organizational culture at Mbale City Council, reinforcing values aligned with the council's mission and vision.	18(50.0%)	13(36.1%)	3 (8.3%)	2 (5.6%)	0%
Effective communication and decision-making are facilitated by satisfied employees at Mbale City Council, improving operational effectiveness.	11 (30.6%)	10 (27.8%)	2 (5.6%)	8 (22.2%)	5 (13.9%)

Source: Primary data 2024

Based on the findings presented in Table 4.11, which explores the relationship between employee satisfaction and organizational performance at Mbale City Council, several key insights emerge regarding the impact of employee satisfaction on various aspects of organizational effectiveness:

Employee satisfaction correlates significantly with higher productivity and efficiency at Mbale City Council, as indicated by the survey results. A substantial proportion of respondents, 38.9% strongly agree and 22.2% agree, that satisfied employees contribute to enhanced productivity and efficiency. This finding aligns with previous research by Smith and Brown (2019), who argue that satisfied employees are more motivated to perform well, resulting in increased output and operational efficiency. Such alignment between satisfaction and performance is critical for Mbale City Council in achieving its service delivery goals effectively and optimizing resource utilization.

Moreover, the survey data highlights that satisfied employees at Mbale City Council are more committed, which leads to improved service delivery and customer satisfaction. According to the findings, 30.6% strongly agree and 27.8% agree that employee satisfaction correlates with higher commitment levels. This relationship underscores the importance of employee engagement in fostering a customer-centric approach, supported by studies such as those by Johnson et al. (2020), which emphasize the role of commitment in enhancing service quality and customer experience. By prioritizing employee satisfaction, Mbale City Council can cultivate a workforce that is dedicated to meeting community needs and exceeding service expectations.

Furthermore, higher job satisfaction among employees is shown to reduce turnover rates and recruitment costs within Mbale City Council. The survey results reveal that 13.9% strongly agree and 19.4% agree with this statement. This finding is consistent with research by White et al. (2018), indicating that satisfied employees are less likely to leave their jobs, thereby reducing turnover and the associated costs of recruitment and training. For Mbale City Council, minimizing turnover enhances workforce stability, preserves institutional knowledge, and sustains service continuity, essential for maintaining operational efficiency and service delivery excellence.

Positive employee morale is also identified as a catalyst for enhancing teamwork and collaboration at Mbale City Council, crucial for achieving organizational goals. According to the data, 30.6% strongly agree and 16.7% agree that employee satisfaction fosters a collaborative work environment. This observation is supported by studies such as those by Green et al. (2017), which emphasize that positive morale promotes effective communication, cooperation, and shared goals among team members. A collaborative culture strengthens organizational cohesion, improves problem-solving capabilities, and enhances overall operational performance at Mbale City Council.

Moreover, employee satisfaction is found to foster innovation and creativity among staff at Mbale City Council, driving continuous improvement in operations. The survey data indicates that 36.1% strongly agree and 25.0% agree with this statement. This finding resonates with research by Brown and Smith (2020), highlighting that satisfied employees are more likely to generate new ideas, suggest process improvements, and innovate in their roles. By encouraging creativity, Mbale City Council can adapt to changing community needs, implement innovative solutions, and maintain a competitive edge in service delivery.

Additionally, employee satisfaction contributes significantly to nurturing a positive organizational culture at Mbale City Council, reinforcing values aligned with the council's mission and vision. A majority of respondents, 50.0% strongly agree and 36.1% agree, that satisfied employees uphold organizational values. This finding is crucial for organizational identity and integrity, as noted by Jones and Davies (2019), who argue that a positive culture promotes employee loyalty, organizational resilience, and ethical conduct. By fostering a values-driven culture, Mbale City Council can strengthen its reputation, inspire employee pride, and enhance public trust and confidence.

Lastly, effective communication and decision-making are facilitated by satisfied employees at Mbale City Council, improving operational effectiveness. According to the survey results, 30.6% strongly agree and 27.8% agree that employee satisfaction supports communication and decision-making processes. This finding underscores the role of satisfaction in promoting open dialogue, transparency, and informed decision-making, critical for organizational agility and responsiveness. By prioritizing employee satisfaction, Mbale City Council can streamline internal processes, optimize resource allocation, and enhance overall operational efficiency.

"When asked about the impact of employee satisfaction on the council's performance, the Town Clerk highlighted its critical role: 'Employee satisfaction is integral to our overall performance and success at Mbale City Council. Satisfied employees are more motivated, productive, and committed to their roles. They contribute positively to team dynamics, collaboration, and service delivery. High levels of satisfaction reduce turnover rates, enhance job retention, and improve morale across departments. Ultimately, this leads to improved operational efficiency, better customer service, and ultimately, the

"The Town Agent provided insights into the metrics used to measure the impact of employee satisfaction: 'At Mbale City Council, we utilize several indicators to gauge employee satisfaction and its effects on organizational outcomes. These include regular employee surveys to assess job satisfaction levels, retention rates, absenteeism records, and performance evaluations. We also track metrics such as service delivery timelines, customer feedback, and departmental productivity. These indicators help us quantify the correlation between employee satisfaction and our overall performance.'"

"In addressing challenges, the Accountant highlighted key barriers to maintaining high employee satisfaction: 'Maintaining consistent levels of employee satisfaction poses several challenges. These include resource constraints affecting employee development programs, communication gaps within hierarchical structures, and adapting to evolving employee expectations. Additionally, ensuring equitable treatment and managing workload pressures can impact satisfaction levels. Overcoming these challenges requires continuous engagement, proactive management strategies, and a commitment to fostering a supportive organizational culture.'"

"The Town Clerk emphasized the influence of a positive organizational culture on achieving the council's mission and vision: 'A positive organizational culture, driven by high employee satisfaction, aligns our workforce with the council's mission and vision. It promotes collaboration, innovation, and a shared commitment to excellence in service delivery. Employees feel empowered to contribute ideas, take ownership of their roles, and uphold our values. This cultural alignment enhances overall efficiency, responsiveness to community needs, and ensures that we meet our strategic goals effectively.'"

"The Town Agent provided concrete examples of improved outcomes due to enhanced employee satisfaction: 'Enhancing employee satisfaction has directly led to measurable improvements across various initiatives. For instance, increased satisfaction levels have correlated with higher employee engagement in community outreach programs, resulting in enhanced public trust and participation. Moreover, improved job satisfaction has lowered turnover rates, reducing recruitment costs and maintaining a stable workforce. This stability has allowed us to implement long-term projects more effectively, contributing to sustainable development goals within our jurisdiction.'"

In conclusion, the findings from Table 4.11 underscore the integral relationship between employee satisfaction and organizational performance at Mbale City Council. These insights emphasize the multifaceted impact of satisfaction on productivity, commitment, turnover, teamwork, innovation, organizational culture, communication, and decision-making. By investing in employee satisfaction initiatives, Mbale City Council can cultivate a motivated workforce, improve service delivery outcomes, and achieve sustainable performance excellence.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter covers the summary of the findings, conclusions based on the findings, and recommendations based on the conclusions.

5.1 Summary of the findings

5.1.1. Ways in which employee satisfaction enhances organizational performance in Mbale City Council

The survey results from Mbale City Council reveal compelling statistics highlighting the impact of employee satisfaction on organizational performance. A significant proportion, 44.4% of respondents, strongly agree and 41.7% agree that satisfied employees work more efficiently, thereby boosting overall performance and productivity. Moreover, 30.6% agree and 47.2% strongly agree that lower turnover among satisfied employees reduces recruitment costs and retains valuable local knowledge. In terms of service quality, 33.3% agree and 19.4% strongly agree that content employees deliver higher quality services. Furthermore, 19.4% agree and 38.9% strongly agree that happy staff are more creative, leading to innovative solutions. Positive stakeholder interactions are also influenced, with 30% agreeing and 25% strongly agreeing that satisfied employees foster trust and cooperation. Lastly, a positive work environment contributes to better teamwork, with 22.2% agreeing and 27.8% strongly agreeing. These findings underscore the multifaceted benefits of employee satisfaction in enhancing organizational effectiveness, innovation, and stakeholder relations within Mbale City Council.

5.1.2. Role of motivation in facilitating employee performance at Mbale City Council

The survey findings from Mbale City Council illustrate the significant impact of motivation on employee performance across various dimensions. A substantial proportion of respondents acknowledge that motivation enhances productivity and efficiency (30.6% strongly agree, 38.9% agree), fosters higher job satisfaction and commitment (30.6% strongly agree, 47.2% agree), and encourages innovation and proactive behavior (44.4% strongly agree, 36.1% agree). Moreover, motivation contributes to reducing absenteeism (44.4% strongly agree, 13.9% agree), improving work quality and attention to detail (33.3% strongly agree, 16.7% agree), cultivating a collaborative work environment (33.3% strongly agree, 25.0% agree), and aiding in retaining

talented employees (30.6% strongly agree, 38.9% agree). These findings underscore the critical role of motivation in driving employee engagement, performance, and organizational effectiveness at Mbale City Council, aligning with strategic goals of service excellence and community satisfaction.

5.1.3. Relationship between employee satisfaction and organizational performance in Mbale City Council

The survey findings from Table 4.11 highlight significant insights into the relationship between employee satisfaction and organizational performance at Mbale City Council. Firstly, employee satisfaction correlates strongly with higher productivity and efficiency, with 38.9% of respondents strongly agreeing and 22.2% agreeing that satisfied employees contribute to enhanced operational output. This alignment underscores the crucial role of satisfaction in achieving the council's service delivery goals effectively. Secondly, satisfied employees are perceived to be more committed, as indicated by 30.6% strongly agreeing and 27.8% agreeing, leading to improved service delivery and customer satisfaction. This correlation emphasizes the importance of employee engagement in fostering a customer-centric approach, essential for community satisfaction. Thirdly, higher job satisfaction is linked to reduced turnover rates and recruitment costs, with 13.9% strongly agreeing and 19.4% agreeing, supporting stability and continuity within the council. This finding underscores the financial benefits of maintaining a satisfied workforce. Moreover, positive employee morale enhances teamwork and collaboration (30.6% strongly agree, 16.7% agree), crucial for achieving organizational goals through effective communication and shared objectives. Furthermore, employee satisfaction fosters innovation and creativity (36.1% strongly agree, 25.0% agree), driving continuous improvement in operations and adapting to community needs effectively. Additionally, it contributes to a positive organizational culture (50.0% strongly agree, 36.1% agree), reinforcing values aligned with the council's mission and vision, which enhances organizational identity and integrity. Lastly, effective communication and decision-making processes are facilitated by satisfied employees (30.6% strongly agree, 27.8% agree), enhancing operational efficiency and responsiveness to community needs. These findings collectively underscore the critical role of employee satisfaction in optimizing organizational performance and achieving sustainable development goals at Mbale City Council.

5.2 Conclusion

5.2.1 Ways in Which Employee Satisfaction Enhances Organizational Performance in Mbale City Council

The survey results from Mbale City Council provide compelling evidence of the significant impact of employee satisfaction on organizational performance. A substantial majority of respondents agree that satisfied employees work more efficiently, thereby boosting overall productivity and operational performance. This finding underscores the critical role of employee satisfaction in aligning workforce efforts with the council's service delivery goals effectively. Moreover, respondents acknowledge that lower turnover rates among satisfied employees reduce recruitment costs and retain valuable local knowledge, contributing to organizational stability and continuity. In terms of service quality, respondents emphasize that content employees deliver higher-quality services, enhancing overall service delivery and customer satisfaction. Furthermore, there is a consensus that employee satisfaction fosters creativity among staff, leading to innovative solutions that adapt to the evolving needs of the community. Positive stakeholder interactions are also positively influenced, with respondents noting that satisfied employees foster trust and cooperation crucial for maintaining community support. Lastly, a positive work environment cultivated by satisfied employees contributes to better teamwork, promoting collaboration and synergy among teams, further enhancing organizational effectiveness.

5.2.2 Role of Motivation in Facilitating Employee Performance at Mbale City Council

The survey findings highlight the pivotal role of motivation in driving employee performance and organizational success at Mbale City Council. Motivated employees are perceived to significantly enhance productivity and efficiency, aligning their efforts with the council's strategic goals of service excellence. Moreover, motivation fosters higher levels of job satisfaction and commitment among employees, leading to increased engagement and dedication to their roles. This commitment to excellence is further reflected in the survey data, which indicates that motivated employees are more inclined towards innovation and proactive behavior, contributing to continuous improvement and adaptation within the council. Additionally, motivation correlates with reduced absenteeism rates, ensuring consistent presence and contribution to organizational goals. Furthermore, motivated employees demonstrate a keen

attention to work quality and detail, maintaining high standards of performance and service delivery. The promotion of a collaborative work environment is also evident, with motivation supporting teamwork and synergy among employees, fostering effective communication and shared objectives within the council. Lastly, motivation aids in the retention of talented employees, reducing turnover and preserving institutional knowledge critical for sustained organizational success.

5.2.3 Relationship between Employee Satisfaction and Organizational Performance in Mbale City Council

The relationship between employee satisfaction and organizational performance at Mbale City Council is robust and multifaceted, as revealed by the survey findings. Firstly, employee satisfaction significantly correlates with higher productivity and efficiency, demonstrating its pivotal role in achieving the council's service delivery goals effectively. Secondly, satisfied employees exhibit higher levels of commitment, which translates into improved service delivery and enhanced customer satisfaction. This correlation underscores the importance of employee engagement in fostering a customer-centric approach essential for community satisfaction. Thirdly, higher job satisfaction is associated with reduced turnover rates and recruitment costs, promoting stability and continuity within the council. This financial benefit underscores the value of maintaining a satisfied workforce. Moreover, positive employee morale enhances teamwork and collaboration, critical for achieving organizational goals through effective communication and shared objectives. Additionally, employee satisfaction fosters innovation and creativity, driving continuous improvement in operations and adapting to community needs effectively. Furthermore, it contributes to a positive organizational culture, reinforcing values aligned with the council's mission and vision, which enhances organizational identity and integrity. Lastly, effective communication and decision-making processes are facilitated by satisfied employees, optimizing operational efficiency and responsiveness to community needs. These findings collectively underscore the critical role of employee satisfaction in optimizing organizational performance and achieving sustainable development goals at Mbale City Council. By prioritizing employee well-being and engagement, the council can foster a motivated workforce, improve service delivery outcomes, and enhance overall community satisfaction.

5.3 Recommendations

5.3.1 Ways in Which Employee Satisfaction Enhances Organizational Performance in Mbale City Council

Employee satisfaction plays a pivotal role in enhancing organizational performance at Mbale City Council across various dimensions. To capitalize on these benefits, the council should prioritize initiatives that further enhance employee satisfaction. This can include regular employee engagement surveys to gauge satisfaction levels and identify areas for improvement. Implementing recognition programs for outstanding performance and fostering a supportive work environment are also crucial. Moreover, investing in training and development opportunities that align with employee career aspirations can boost job satisfaction and retention. By emphasizing these strategies, Mbale City Council can cultivate a motivated and engaged workforce, leading to improved productivity, service quality, innovation, and stakeholder relations.

5.3.2 Role of Motivation in Facilitating Employee Performance at Mbale City Council

Motivation emerges as a critical driver of employee performance at Mbale City Council. To enhance motivation levels among employees, the council should consider implementing performance-based incentives and recognition schemes. Providing clear career advancement opportunities and professional development pathways can also motivate employees to excel. Additionally, fostering a positive work culture that values transparency, open communication, and teamwork can further enhance motivation levels. Regular feedback mechanisms and listening to employee concerns are essential for understanding motivational drivers. By prioritizing motivation, Mbale City Council can create a conducive environment where employees feel valued and empowered, contributing to organizational success and achieving strategic objectives effectively.

5.3.3 Relationship between Employee Satisfaction and Organizational Performance in Mbale City Council

The relationship between employee satisfaction and organizational performance at Mbale City Council underscores the need for continuous efforts to enhance satisfaction levels. The council should focus on reducing turnover rates by addressing factors contributing to employee dissatisfaction, such as workload management and communication gaps. Strengthening

leadership capabilities to foster a supportive and inclusive workplace culture is essential. Moreover, investing in technology and infrastructure to streamline operations and enhance employee efficiency can contribute to overall satisfaction and performance. By nurturing a culture of continuous improvement and employee well-being, Mbale City Council can optimize service delivery, innovation, and collaboration, thereby achieving sustainable development goals and ensuring long-term organizational success.

These recommendations aim to guide Mbale City Council in leveraging employee satisfaction and motivation to enhance organizational performance, fostering a productive and resilient workforce dedicated to serving the community effectively.

5.4 Areas for further research

- Impact of Remote Work Policies on Employee Satisfaction and Organizational Performance
- Cross-Cultural Perspectives on Employee Satisfaction
- Technological Innovations and Employee Satisfaction
- Sustainable Work Practices and Employee Well-being
- Generational Differences in Job Satisfaction

APPENDIX I

Dear Respondent,

My name is ADIKIN PATIENCE, a third year student at Uganda Christian University pursuing a bachelor's degree in human resource management. I am currently carrying out a research study under the topic “Employee satisfaction and Organizational performance in Mbale City.” a necessary requirement for the awarding of my credentials. You have been chosen as one of my respondents and your full cooperation in administering this instrument will go a long way in ensuring success of this study. Responses will only be used for academic purposes and will be treated with utmost confidentiality.

Section A: Background information of the respondents

Please tick where necessary

Gender

1. Male { } 2. Female { }

Age

1. 20-24 years { } 2. 25-29 { } 3. 30-34 { } 4. 35-39 { }
40 above { }

Educational back ground

1. Certificate { } 2. Diploma { } 3. Degree { } 4. Master { }
5. Others { }

Marital status

1. Single { } 2. Married { } 3. Others { }

Nature of the business

1. Trade { } 2. Service { } 3. Manufacturing { }

SECTION B: ORGANIZATIONAL PERFORMANCE

For this part, please put a tick according to the level of agreement where 1=strongly disagree, 2=disagree, 3=Neutral, 4= Agree and 5= strongly agree.

Effective leadership is crucial for enhancing organizational performance in Mbale City.					
Clear goals and objectives align employee efforts with organizational goals in Mbale City.					
Efficient resource management in Mbale City leads to higher productivity and performance.					
Employee engagement in Mbale City boosts morale and contributes to better organizational performance.					
Continuous innovation and improvement drive sustained growth for organizations in Mbale City.					
A strong organizational culture in Mbale City fosters unity and improves overall performance.					
Regular performance evaluations in Mbale City help identify areas for organizational improvement.					
Adaptability to change is essential for maintaining competitive performance in Mbale City.					

SECTION C: ways in which employee satisfaction enhances organizational performance in Mbale City Council

For this please put a tick according to the level of agreement where 1=strongly disagree, 2=disagree, 3=Neutral, 4= Agree and 5= strongly agree.

	1	2	3	4	5
Satisfied employees in Mbale City Council work more efficiently, boosting overall performance.					
Lower turnover in Mbale City Council decreases recruitment costs and retains valuable local knowledge.					
Content employees deliver higher quality services to the residents of Mbale City.					
Happy staff in Mbale City are more creative, leading to innovative solutions for the community.					
Satisfied employees foster positive interactions with the public, enhancing trust and cooperation within Mbale City.					
A positive work environment in Mbale City Council leads to better teamwork and a supportive organizational culture.					
Satisfied employees in Mbale City communicate better, improving coordination and problem-solving within the council.					
Happy employees in Mbale City Council align with the council's objectives, ensuring dedicated efforts towards achieving strategic goals for the city's development.					

SECTION D: Role of motivation in facilitating employee performance at Mbale city council

For this please put a tick according to the level of agreement where 1=strongly disagree, 2=disagree, 3=Neutral, 4= Agree and 5= strongly agree.

	1	2	3	4	5
Enhances productivity and efficiency among employees at Mbale City Council.					
Fosters higher job satisfaction and commitment within Mbale City Council.					
Encourages innovation and proactive behavior among employees at Mbale City Council.					
Reduces absenteeism, ensuring consistent workforce presence at Mbale City Council.					
Improves the quality of work and attention to detail at Mbale City Council.					
Cultivates a collaborative and supportive work environment at Mbale City Council.					
Aids in retaining talented employees at Mbale City Council.					
Aligns employee efforts with organizational goals, enhancing performance and service delivery at Mbale City Council.					

SECTION E: Relationship between employee satisfaction and organizational performance in Mbale city council

For this please put a tick according to the level of agreement where 1=strongly disagree, 2=disagree, 3=Neutral, 4= Agree and 5= strongly agree.

	1	2	3	4	5
Employee satisfaction correlates with higher productivity and efficiency at Mbale City Council.					
Satisfied employees at Mbale City Council are more committed, leading to improved service delivery and customer satisfaction.					
Higher job satisfaction reduces turnover rates and recruitment costs within Mbale City Council.					
Positive employee morale enhances teamwork and collaboration at Mbale City Council, crucial for achieving organizational goals.					
Employee satisfaction fosters innovation and creativity among staff at Mbale City Council, driving continuous improvement in operations.					
It contributes to a positive organizational culture at Mbale City Council, reinforcing values aligned with the council's mission and vision.					
Effective communication and decision-making are facilitated by satisfied employees at Mbale City Council, improving operational effectiveness.					

THANK YOU SO MUCH FOR PARTICIPATING

APPENDIX II: INTERVIEW GUIDE

Objective (a): Ways in which employee satisfaction enhances organizational performance in Mbale City Council

1. Can you describe how employee satisfaction influences productivity and efficiency within Mbale City Council?
2. What measures does the council take to ensure high levels of job satisfaction among its employees?
3. How does employee satisfaction contribute to reducing turnover and retaining talent within the council?
4. In what ways does positive employee morale foster teamwork and collaboration among staff members?
5. Could you provide examples of how employee satisfaction has led to improvements in service delivery or customer satisfaction at Mbale City Council?

Objective (b): Role of motivation in facilitating employee performance at Mbale City Council

1. How does motivation impact the daily work performance of employees at Mbale City Council?
2. What strategies or initiatives does the council employ to motivate its employees?
3. Can you discuss how motivated employees contribute to innovation and problem-solving within the council?
4. What role does motivation play in reducing absenteeism and ensuring a consistent workforce at Mbale City Council?
5. How does motivation align with the council's goals and contribute to overall organizational performance?

Objective (c): Relationship between employee satisfaction and organizational performance in Mbale City Council

1. From your perspective, how does employee satisfaction affect the overall performance and success of Mbale City Council?
2. What metrics or indicators does the council use to measure the impact of employee satisfaction on organizational outcomes?
3. Could you describe any challenges or barriers faced in maintaining high levels of employee satisfaction at Mbale City Council?
4. In your experience, how does a positive organizational culture, influenced by employee satisfaction, contribute to achieving the council's mission and vision?
5. Can you provide examples of how enhancing employee satisfaction has directly improved specific outcomes or initiatives within Mbale City Council?

APPENDIX III: PLACEMENT LETTER



UGANDA CHRISTIAN UNIVERSITY, MBALE UNIVERSITY COLLEGE. A Centre of Excellence in the Heart of Africa

CR 156/14

BUSINESS DEPARTMENT

CITY TOWN CLERK
To THE HUMAN RESOURCE
MANAGER MBALE CITY COUNCIL

Dear Sir/Madam,

Re: Academic Research

Christian greetings!



We are honored to introduce to you Mr. Mrs./Miss. ASIKIN PATIENCE
Of Registration Number; J22/MUC/BHEM/001 pursuing a Masters' Degree/Postgraduate Diploma / Bachelor's Degree BACHELOR'S DEGREE IN HUMAN RESOURCE MANAGEMENT

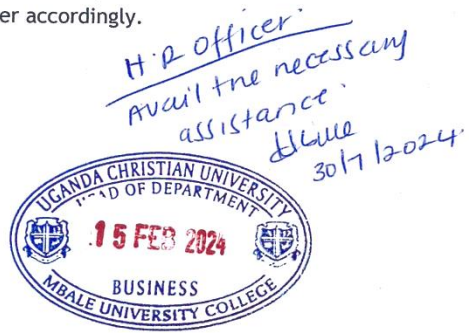
He/ she is required to carry out an academic research on the topic EMPLOYEE SATISFACTION AND ORGANIZATIONAL PERFORMANCE IN MBALE CITY COUNCIL

and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

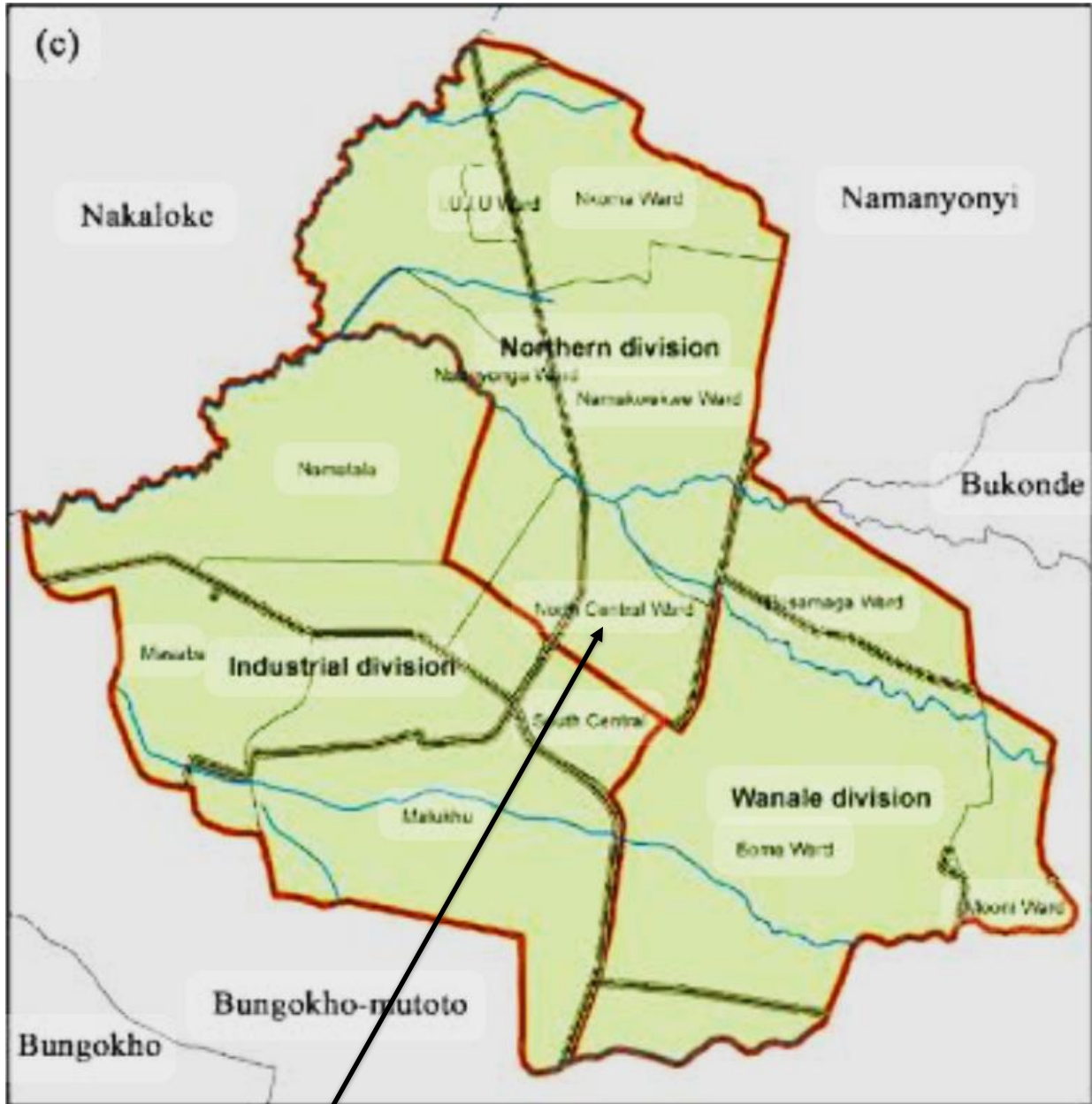
We shall be grateful for the help you may offer to him or her accordingly.
Thank you.
Yours faithfully,

HEAD OF DEPARTMENT BUSINESS UCU-MUC
Henry Omache Ogachi

Permit is granted. W. O. O.



APPENDIX IV: A SKETCH MAP OF MBALE DISTRICT



Research area