

**PSYCHOLOGICAL WELLBEING AND EMPLOYEE ENGAGEMENT IN  
ORGANISATIONS: A CASE STUDY OF "WELCOME HOME" ORGANISATION IN  
JINJA DISTRICT, UGANDA**

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**UGANDA CHRISTIAN  
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**Declaration**

I Namales Shakira declare that this dissertation is my original work, developed by myself with guidance of my supervisor, and has not been presented to any other tertiary institute of learning for an academic award.

Signature: .....  .....

Date: ..... 4.05.2026 ..... .....

**Approval**

This is to certify that this dissertation by Namale Shakira and titled "Psychological Wellbeing and Employee Engagement in Organisations: A Case Study of "Welcome Home" Organisation in Jinja District, Uganda" has been done under my close supervision.

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Date: 4.5.2026

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## **Chapter One: Introduction to the Study**

### **1.1 Introduction**

This chapter introduces the study, covering areas including the background to the study, statement of the problem, aim of the study, objectives of the study, research questions, scope of the study, justification of the study, significance of the study, and conceptual framework.

### **1.2 Background to the study**

Non-Governmental Organizations operate within complex and often resource constrained, making psychological wellbeing of their employees a critical, yet frequently overlooked factor for sustainable effectiveness. Employee engagement and psychological wellbeing are renowned critical factors influencing organizational effectiveness, staff retention, and overall workplace health. Employee engagement, defined as a positive, fulfilling, work-related state characterized by vigor, dedication, and absorption, is closely linked to both individual and organizational outcomes, including productivity, efficiency, and reduced turnover intentions (De-La-Calle-Durán & Rodríguez-Sánchez, 2021; Ngobeni et al., 2022). Employees should have psychological wellbeing, including emotional, mental, and social health, to succeed in their jobs and make a positive contribution to their companies (De- La- Calle- Duran and Rodriguez-Sanchez, 2021; Hassard et al., 2022).

Studies have always indicated a very strong positive correlation among psychological wellbeing, and employee engagement. When employees report a higher level of wellbeing, they will be better engaged in their work and this is beneficial to both the individual and the organization (Yadav, 2020; Alkahtani et al., 2020; Kahtani, 2022). On the contrary, low employment wellbeing may result in disengagement, more psychological distress, and turnover intentions (Van Der Vaart and De Beer, 2021). This interaction is particularly essential in those industries whose environment is emotionally demanding like non-profit and care organizations such as Welcome Home Ministries Africa (WHMA).

Research in Africa and Asia has found that there are a few factors that increase wellbeing as well as engagement. Such drivers as psychological empowerment, supportive leadership, and a healthy work environment are important (Hassard et al., 2022; Towsen et al., 2020). Engagement and wellbeing are also enhanced by organizational processes that value the health of the employees, offer meaningful work, and a sense of belonging (De- La- Calle- Duran and Rodriguez- Sanchez, 2021; Ngobeni et al., 2022; Hassard et al., 2022).

In Uganda, with possible limited resources and the staff subject to some specific stressors, the knowledge of this correlation can play a crucial role in developing the intervention that will help staff at WHMA.

Although the international research project is on the rise, research related to the correlation between psychological wellbeing and employee engagement in the non-profit making organizations within Uganda is still limited. This research filled that gap by investigating the interaction of these constructs within the staff at WHMA in Jinja district to offer evidence useful in developing and shaping policy and practice to improve the wellbeing and engagement of the staff.

### **1.3 Statement of the Problem**

The existing work conditions at WHMA pose a problem that affects the psychological wellbeing and involvement of the employees. Despite the importance of employee engagement to the performance of an organization, the impact of psychological wellbeing on employee engagement within the WHMA is not clear. This gap does not allow for developing specific measures to increase mental health and output. Therefore, this study examined the correlation between psychological wellbeing and engagement at WHMA and offered recommendations relevant to improving workforce effectiveness and wellbeing.

### **1.4 Aim of study**

To examine the relationship between psychological wellbeing and employee engagement at Welcome Home Ministries Africa (WHMA).

### **1.5 Specific objectives**

1. To determine the influence of psychological wellbeing on employee engagement at WHMA.
2. To assess the relationship between life satisfaction and dedication.
3. To assess the relationship between life satisfaction and absorption.
4. To assess the relationship between emotional stability and dedication.
5. To assess the relationship between emotional stability and absorption.

## **1.6 Research Questions**

1. What is the influence of psychological wellbeing on employee engagement at WHMA?
2. What are the relationship between life satisfaction and dedication.?
3. What is the relationship between life satisfaction and absorption?
4. What is the relationship between emotional stability and dedication?
5. What is the relationship between emotional stability and absorption?

## **1.7 Scope of the Study**

### **1.7.1 Conceptual scope**

The conceptual focus for this study was on psychological wellbeing and employee engagement.

### **1.7.2 Geographical scope**

The study was conducted and limited to Welcome Home Ministries Africa (WHMA), a non-government organisation in Jinja District, Uganda.

### **1.7.3 Time scope**

The study was conducted over a period of 4 months and referred to employee experiences from the past ten years (2015-2025).

## **1.8 Justification of the study**

The NGO sector in Uganda experiences challenges such as chronic stress, low salaries, funding instability, severe mental health crisis, exacerbated burnout, resulting into disengagement and high turnover that undermines service delivery to vulnerable children. Although literature connects wellbeing to working in any work environment, a gap in the literature exists with respect to the Ugandan country; small, faith-based NGOs such as WHMA, thus this study thus offered empirical evidence that is culturally adapted. The study, also, aligns with the world's focus on mental health in workplaces, in realization of the Sustainable Development Goals on advancing mental health and decent work and economic development by ensuring engaged workforces. On a national level, it is in line with the National Development Plan 3 in Uganda that focuses on human resource development in NGOs.

### 1.9 Significance of the Study

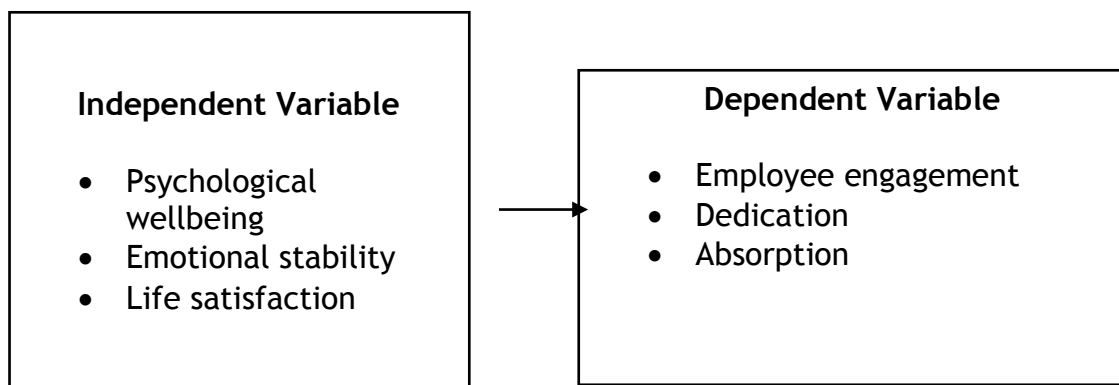
The study has benefits to WHMA as it provides insights to enhance staff wellbeing and engagement, resulting in better child care outcomes.

Findings from this study are relevant to Policymakers and NGOs in developing targeted interventions, improving sector-wide retention and productivity.

Academically, it contributes to literature on wellbeing in African NGOs, filling contextual gaps.

### 1.10 Conceptual Framework

The conceptual framework illustrates psychological wellbeing as an independent variable influencing employee engagement (dependent variable), moderated by organizational factors like organisational support and workload. This relationship is illustrated in Figure 1 below:



**Figure 1:** conceptual framework

The illustration in Figure 1 above shows an existent positive correlation between the study's independent and dependent variables. The figure shows that the psychological wellbeing of individual employees- informed by factors such as emotional stability and life satisfaction, has a direct influence on their engagement and this can be evidenced in terms of their dedication and absorption in work or service.

## **Chapter Two: Literature Review**

### **2.1 Introduction**

The chapter reviewed related literature associated with psychological wellbeing and employee engagement. Psychological wellbeing and employee engagement are very critical constructs in organizational psychology and these have a role to play in the performance of an employee, job satisfaction, and the success of the entire organization.

Based on the objectives of the study and various academic sources, the literature review summarizes results on four topics: levels of psychological wellbeing among employees, levels of employee engagement, the relationship between psychological wellbeing and employee engagement, and factors that impact both in the organizational settings.

### **2.2 Theoretical review**

This study draws reference to Ryff's Six-Factor Model of psychological wellbeing (Ryff, 1989). The model was developed by psychologist Carol Ryff and is shaped around six interrelated domains including self-acceptance, positive relations, autonomy, environmental mastery, purpose in life, and personal growth (Ryff & Keyes, 1995). The model provides a strong theoretical lens for understanding how individual well-being drives workplace motivation, commitment, and performance (Ryff & Singer, 2008; Ryff, 2014). It further provides the psychological backbone for understanding why engaged employees thrive beyond motivation by tasks, but by deeper dimensions of well-being (Compton & Hoffman, 2019). In context, the six components of the model; Self-Acceptance, points to positive evaluation of oneself and one's past life; Positive Relations with Others, relates to having meaningful, trusting relationships; Autonomy, underscores need for self-determination and independence in thought and action; Environmental Mastery, clarifies the ability to manage life situations and the surrounding environment; Purpose in Life, points to the need to have goals and a sense of direction or meaning; whereas Personal Growth, underscores the ongoing development and realization of potential (Springer, Hauser & Freese, 2006; Seligman, 2011).

### **2.3 Conceptual review**

#### **2.3.1 Psychological wellbeing**

Psychological well-being is a multidimensional construct encompassing positive emotions, life satisfaction, autonomy, purpose, and personal growth (Ryff, 1989). The World Health

Organisation (WHO) defines it as the ability to realize one's potential, cope with stress, and work productively. Studies suggest that employees with higher psychological well-being demonstrate stronger engagement, creativity, and adaptability, making it a critical antecedent of organizational success (Sathyamoorthi, 2025).

### 2.3.2 Emotional stability

Emotional stability refers to the ability to remain calm, balanced, and resilient in the face of stress or adversity. It is often considered the opposite of neuroticism in personality psychology (Ryff & Singer, 2000). According to Sarwer et al. (2025), positive psychological qualities, namely mindfulness and grit, increase emotional stability and act as measures of protection against burnout. Emotionally Stable employees are less reactive to stressors at work, more consistent in their performance, and more engaged in the long term (Sarwer et al., 2025).

### 2.3.3 Employee engagement

Employee engagement is “a positive, work-related state characterized by vigor, dedication, and absorption” (Schaufeli et al., 2002). It reflects emotional commitment to organizational goals and values. The previous systematic reviews in the years 2023-2025 demonstrate that engagement is a key human resource construct, which is associated with productivity, retention, and innovation. A personal resource, leadership style, or organizational culture are the main drivers (Kojo, Osei, and Nana, 2025). Engagement is a result of well-being, as well as an indicator of organizational performance, and a critical construct in HR and management studies (Kojo, Osei, and Nana, 2025).

### 2.3.4 Dedication

Dedication is a sub dimension of engagement, reflecting employees' sense of significance, enthusiasm, pride, and inspiration in their work (Schaufeli, Bakker & Salanova, 2006). Literature has stressed its contribution to ensuring the personal values are aligned with the mission of the organization and intrinsic motivation is promoted (Andrianto and Alsada, 2019). Practically, committed employees do more than what is required in the contract and they can be persistent and loyal and this enhances organizational stability (Schaufeli, Bakker and Salanova, 2006).

### 2.3.5 Absorption

Absorption is a state of “being fully concentrated and happily engrossed in one’s work, where time passes quickly and detachment is difficult”. Recent research points out absorption as a predictor of productivity and creativity particularly in knowledge-based industries. It is also associated with flow experiences of employees who are absorbed in work (Krekel, Ward, and Neve, 2019). Absorption can be used to improve performance quality and innovation, but it has to be balanced not to work excessively and become burnt (Dholariya, 2025).

The conceptual review demonstrates that Psychological well-being and emotional stability can be used as antecedents of engagement and that the engagement of employees is reflected in the dedication and absorption which are visible outcomes in organizational settings. These constructs form a conceptual chain that starts with one’s well-being, emotional stability, engagement, dedication and absorption yielding organizational performance.

## **2.4 Influence of Psychological Wellbeing on Employee Engagement in Organisations**

Psychological wellbeing involves resilience, positive relationships, self-acceptance, and personal development. These elements are evident in frameworks like the multidimensional concept introduced by Ryff (Ryff and Keyes, 1995; Bansal, 2023).

Scholarly literature shows that the levels of psychological wellbeing in organisations differ across sectors, with employees in non-governmental organisations reporting a lower level of the same, presumably because of increased stress.

The academic literature has shown inconsistency in the psychological well-being of employees and in many cases, this is mediated by contextual factors such as economic crises, remote work conditions, work requirements, and industry specific issues.

The psychological wellbeing of employees working in high-demand environments is reported as moderate to low, and such a trend is enhanced by hierarchical organizations and power disparities that hinder open communication (Clarke et al., 2024).

In the same way, the level of self-acceptance and personal development among employees often tends to decrease and the psychological wellbeing directly correlates with the performance measures in times of economic crisis (Tarhini et al., 2024).

Psychological wellbeing among the employees who work at home is generally positive and in most cases mediated by health literacy in the current organisational culture (Kleist et al., 2025).

The meta-analysis of teacher wellbeing based on multiple studies shows moderate general levels of wellbeing, and differences depending on job demands and resources, thus demonstrating reduced wellbeing in high-stress teaching jobs (Zhou et al., 2024).

The studies on cross-cultural differences established hidden distinctions; structural and psychological empowerment found to result in greater psychological wellbeing, and job satisfaction is becoming a critical consequence (Hassard et al., 2022).

Frontline health workers in comparable conditions in Uganda show high levels of anxiety and depression as compared to the rest of the world, and wellbeing is strongly associated with supportive environments.

On the contrary, in the developed global healthcare settings, low-engagement groups have poorer psychological wellbeing that is reflected in an increased emotional exhaustion (Shuck and Reio, 2014).

Elsewhere, the levels of employee wellbeing are moderate and positively relate to organisational performance, but these are dependent on external economic factors (Ghazmeen et al., 2025).

Gender and marital status were found to be impactful variables; the female reports having more positive relationships with other people, whereas married people have more self-acceptance (Bansal, 2023).

In brief, the literature indicates that the level of psychological wellbeing does not prove to be evenly high and tends to decrease in the crisis-sensitive or stressful work atmosphere, but can be reinforced by specific intervention.

## **2.5 Employee Engagement among employees**

Employee engagement, on the other hand, refers to the extent of desire, commitment, and involvement of the employees in their work, which is expressed in the theoretical models of the Kahn (1990) model (Beltran-Martin et al., 2022).

The extent of employee engagement is specific to the industry and geographical location, and researchers have identified both high and low engagement levels that are associated with the organizational functions and external forces.

Engagement is considered moderately high in advanced organizations that perform sustainable human resource management and positively related to wellbeing in the workplace and development opportunities (Sypniewska et al., 2023).

In developed countries, engagement mediates relationships between psychological wellbeing and innovative work behavior, with levels influenced by job demands-resources factors, suggesting moderate to high engagement in supportive environments (Koroglu & Ozmen, 2021).

Elsewhere, engagement is usually good when empowered in structure and psychological terms, in which it has been found to enhance job satisfaction (Hassard et al., 2022).

Literature revealed that at high-pressure environments, there are reduced levels of engagement because of the need to meet short term deadlines and employees' vulnerability to burnout (Clarke et al., 2024).

Research showed that high-engagement groups of employees tend to have personal accomplishment, whereas the low-involvement group experience depersonalization (Shuck and Reio, 2014; Kang et al., 2023).

In some contexts, the level of engagement between the working population is moderate due to psychological capital and wellbeing (Alkahtani et al., 2020).

Scholarly sources demonstrate that the economic crises also restrain the participation, in which it is correlated to the performance in the context (Tarhini et al., 2024).

In other regions, there is a relationship between engagement and spirituality and innovative behaviours, which tend to be medium in terms of spiritual supportive workplaces (Haj- Salem et al., 2022).

These studies generally point to the fact that the level of engagement varies depending on the context, as it is moderate in stable settings but lower in disrupting ones, and can be improved by resource supply.

## **2.6 Relationship Between Psychological Wellbeing and Employee engagement**

The reviewed literature features studies that show a positive relationship between psychological wellbeing and employee engagement and is mediated or moderated by psychological factors.

Studies indicate that there is a strong positive correlation between psychological wellbeing and engagement with Psychological Capital as a mediator. Reinforced engagement is a result of higher wellbeing, which subsequently results in better task performance (Al Kahtani, 2022; Alkahtani et al., 2020; Kahtani & Sulphrey, 2022).

On the same note, organisations where sustainable human resource management is practised, increased workplace wellbeing directly improves employee engagement, which subsequently improves job satisfaction (Sypniewska et al., 2023).

In other organizational environments, it has been found that engagement has a beneficial effect on job performance through the mediation of workplace wellbeing, which strengthens the two-way association (Pratiwi & Davina, 2023).

It has also been established that engagement mediates the relationship between wellbeing and innovative behavior, and wellbeing is a precursor (Koroglu & Ozmen, 2021).

The role of wellbeing presents psychological capital in global studies, particularly hope and resilience as the mediating factors between wellbeing and productivity, which means that wellbeing influences engagement (Azizah et al., 2025).

The mediation of high-performance work system impacts on engagement by psychological conditions like meaningfulness, safety, and availability highlights the importance of wellbeing (Beltran-Martin et al., 2022).

Other context studies indicate that wellbeing has a positive impact on performance via engagement, but has a gender variation (Bansal, 2023).

The literature supports the idea that sustainable engagement presupposes a high level of wellbeing, thus giving less work-life conflict (Yadav, 2020; Hamilton Skurak et al., 2018).

In summary, the evidence supports a bi-directional, positive association, where wellbeing sustains engagement and vice versa, contributing to reduced burnout and higher performance.

## **2.7 Relationship between life satisfaction and dedication.**

Scholarly evidence highlights a strong link between job satisfaction and overall life satisfaction. Since the early 20th century, researchers have examined how employee well-being influences productivity. Hersey (1932) and later Zelenski et al. (2008) observed that daily emotional experiences are positively associated with performance outcomes. Similarly, Rathi (2011) found that psychological well-being is positively related to organizational commitment, encompassing affective, continuance, and normative dimensions. These findings suggest that employees with higher levels of well-being demonstrate stronger attachment to their organizations.

Further investigations have explored how well-being connects to work performance and other organizational outcomes (Grawitch et al., 2007). Some scholars argue that psychological well-being acts as a driver of improved performance and commitment (Warr, 2005; Rathi, 2011). In contrast, others propose a reverse relationship, suggesting that enhanced performance and commitment foster greater well-being (Begley & Czajka, 1993; Meyer & Allen, 1997; Rathi, 2011). This ongoing debate underscores the reciprocal nature of the relationship between employee well-being and organizational effectiveness.

## **2.8. The relationship between life satisfaction and absorption.**

Research on the connection between life satisfaction and work engagement has often positioned engagement as the antecedent, while the potential predictive role of life satisfaction has received comparatively less attention. From a theoretical perspective, life satisfaction can be understood as a critical personal resource that may foster engagement through several mechanisms. Drawing on Hobfoll's Conservation of Resources (COR) theory, individuals who experience higher levels of life satisfaction are thought to possess a richer reservoir of psychological resources, which enables them to sustain energy, resilience, and commitment in their professional roles.

## **2.9. The relationship between emotional stability and dedication**

Emotional stability contributes significantly to adaptability in the workplace. It supports effective teamwork (Barrick et al., 2001; Hamidullah et al., 2016), facilitates the application of knowledge in unfamiliar tasks, and enables employees to adjust when faced with demanding or stressful environments (Johnson et al., 2017). Individuals high in this trait are

better able to regulate distracting emotions, particularly those that could undermine performance (Johnson et al., 2017). Research further shows that emotional stability predicts both contextual and task-related outcomes (Eshet & Harpaz, 2021) and stands out as a strong determinant of exceptional performance in sectors such as healthcare (Chaudhry et al., 2017). This influence may stem from its role in fostering resilience and effective coping strategies in challenging situations (Johnson et al., 2017; Ruisoto et al., 2020). Moreover, emotionally stable employees often approach new or difficult circumstances with constructive attitudes and are more likely to build positive collegial relationships (Wihler, Meurs, Momm, et al., 2017).

### **2.10 The relationship between emotional stability and absorption.**

Individuals with high emotional stability exhibit high self-esteem. These are often optimistic persons, and are resilient to stress. They often tend to overcome distracting emotions, especially those potentially affecting work performance (Johnson et al., 2017).

Emotionally stable individuals exhibit a stronger level of dedication towards their work as their emotional resilience allows them to engage deeply with their tasks (Nehra et al., 2023). Emotionally stable individuals are more likely to immerse in their work without any distraction leading to engagement and optimal performance (Shaheen et al., 2024; Mariappanadar, 2018). and improve relationships with peers and supervisors (Nehra et al., 2023). (Shaheen et al., 2024).

Emotionally stable employees demonstrate greater resilience, self-efficacy and optimism. (Shaheen et al.,2024).

## **Chapter Three: Methodology**

### **3.1 Introduction**

This chapter outlines the methods employed to achieve the study's objectives through a structured approach. It covers the research design, approach, area of study, study population, sampling, data collection methods and instruments, data quality control, data analysis and presentation, limitation of the study and ethical considerations.

### **3.2 Research Design**

McCombes (2021) describes research design as a structured plan that directs how data is collected and analyzed within a study. It ensures coherence between research questions and chosen methods, thereby strengthening validity and reliability. In this study, a case study design was employed, centering on *Welcome Home* as a single unit for detailed examination. Yin (2018) explains that case study design is a qualitative approach involving comprehensive and contextual exploration of a particular phenomenon, event, individual, group, or organization. This design was selected because it allows investigation of complex issues—such as psychological wellbeing and employee engagement in organizations—within their natural context, especially where the boundaries between the phenomenon and its environment are not distinctly defined.

### **3.3 Research Approach**

A research approach outlines the overall strategy for conducting a study and is commonly classified as qualitative, quantitative, or mixed methods, depending on the type of inquiry and data involved (Creswell & Creswell, 2018). In this study, a mixed methods approach was adopted, combining quantitative techniques—such as surveys to generate measurable data—with qualitative techniques—such as interviews to provide deeper insights into participants' experiences.

### **3.4 Area of Study**

The study was conducted at Welcome Home Ministries Africa, a children's home serving young orphans in Jinja District, Uganda.

### 3.5 Study Population

The population for this study included employees at Welcome Home Ministries Africa (WHMA), including caregivers, administrators, and support staff. The population size is 50 employees estimated based on typical NGO size.

### 3.6 Sampling

Sampling refers to the procedure of selecting a portion of individuals or items from a larger population so that the chosen group adequately represents the whole (McBurney, 1994). For this study, the sample size was determined as 44 employees, calculated using the Krejcie and Morgan (1970) formula for a finite population of 50 employees. This number is considered sufficient to yield statistically reliable results under the assumptions of the sampling table. To ensure fair representation, a stratified random sampling technique was applied, allowing proportional inclusion from each subgroup, as illustrated in Table 1 below.

Table 1: Sample distribution: (General sample size) n=44

Population Category	Sample proportion	Sample size	Data collection method
Care givers	60%	26	Survey
Administrators	20%	09	Interview
Support staff	20%	09	Interview
Total	100%	44	

Source: Researcher, 2025

For the 18 key informants— 9 administrators and 9 support staff indicated in Table 1 above, interviews were held with majority of them until saturation point— until no new themes emerge. The sample size for key informants was thus not ultimate rather deemed sufficient to capture diverse perspectives across the two stakeholder groups while remaining feasible within study resources.

### 3.7 Data Collection Methods

Data collection methods are techniques used to gather information from participants (Cohen, Manion & Morrison, 2018). This study used the following methods to collect relevant information.

### **3.7.1 Surveys**

A Survey is a research method involving the collection of data from a sample of individuals using structured instruments like questionnaires.

The method was applied when collecting quantitative data on wellbeing and engagement levels from the care givers. It is preferred because it is suitable for standardization and broad coverage.

### **3.7.2 Interviews**

The interview method involves direct, often face-to-face, interaction between the researcher and participant to collect in-depth qualitative data.

The interview method was based on semi-structured discussions for qualitative data; targeted at the key informants (administrators and support staff). It is preferred because it is ideal for exploring factors in depth.

## **3.8 Data Collection Instruments**

### **3.8.1 Questionnaire**

A questionnaire is a structured instrument designed to gather information from respondents, commonly employed in survey research (Oppenheim, 2000). In this study, data collection through the survey method was facilitated using self-administered questionnaires. These contained predetermined questions that were carefully developed from the research objectives, ensuring alignment between the study aims and the information sought (see Appendix I).

### **3.8.2 Interviews**

An interview guide is a structured tool consisting of pre-prepared questions or themes that help direct qualitative interviews and maintain consistency across different sessions (Patton, 2015). In this study, the researcher employed an interview guide containing open-ended questions to facilitate discussions with key informants, allowing for deeper exploration of perspectives while ensuring alignment with the research objectives (see Appendix II).

### **3.9 Data Quality Control**

#### **3.9.1 Data Validity**

Validity in research concerns the extent to which data accurately reflects and measures the intended concepts. In this study, content validity was established through expert review, while construct validity was strengthened by pilot testing with five staff members outside the sample to ensure that the instruments captured all essential aspects clearly and without ambiguity. To further enhance credibility, the researcher employed triangulation by drawing on multiple sources of evidence—including surveys, interviews, and observations—thereby cross-checking findings and minimizing potential biases.

#### **3.9.2 Reliability**

Reliability in research highlights the importance of consistency and the ability to reproduce results across different occasions. In this study, the researcher emphasized standardization of procedures to minimize variability, employing clear and replicable protocols for data collection. Internal consistency of the measurement scales was assessed using Cronbach's alpha, with a threshold of 0.7 set as the benchmark for acceptable reliability. Furthermore, iterative refinements were made following initial trials to ensure that the instruments consistently produced dependable outcomes across different users and contexts.

### **3.10 Data Analysis and Presentation**

Quantitative data from the survey were analysed using SPSS software to generate Descriptive statistics such as means, frequencies. These were presented in tables and charts.

On the other hand, Qualitative data were analysed thematically using NVivo software and presented narratively.

### **3.11 Limitations of the Study**

Limitations included response bias where some respondents deliberately abstained from availing of information because for known and undisclosed reasons. The researcher overcame this challenge by coming out clearly on the aim of the study and assuring the respondents that their identity was to be anonymised and that the information they provided was to be held with at most confidentiality and for academic purposes.

The sample size of the study was seemingly small to guarantee sufficient data for which the researcher needs to draw conclusions. However, this was mitigated by triangulation- using various suitable methods to get meaningful information from the study sample.

Issues related to access restrictions were experienced. However, the researcher solved these by ensuring that the study followed the recommended research ethics and that permission was obtained from relevant authorities prior to the study.

Time was another indispensable factor. The limited time left to do a number of research activities affected timely completion of research considering that the process of data collection, data analysis and interpretation required a solid commitment of time. However, the researcher mitigated this by drafting a varied schedule and work plan which informed the duration the researcher needed to spend on each activity.

The researcher incurred extra charges on logistical plans, printing interview guides, proposal writings, and the study report. The researcher, however, recovered this by soliciting and reserving funds specifically to cater for all miscellaneous.

### **3.12 Ethical Issues**

A study on human beings and animals demands ethical considerations. It is thus relevant to treat people with respect and their rights and personal information (Pickard, 2007). In this study, all the ethical considerations such as the following were followed:

Respondents were invited to take part in the study in a polite and respectful manner by the researcher.

The participation was voluntary, and the participants were allowed to opt out at any given time.

The researcher set up measures to maintain confidentiality of the data of respondents and anonymize their identity further to ensure privacy.

The researcher sought permission of the school administration and authorities from the area of study to carry out the research.

## Chapter Four: Data Analysis, Presentation and Interpretation of Results

### 4.1 Introduction

This chapter presents an analysis, and interpretation of study the findings. The presentation is structured in accordance with the study objectives which were to: determine the levels of psychological wellbeing among employees; assess the levels of employee engagement among employees; investigate the relationship between psychological wellbeing and employee engagement, investigate the relationship between life satisfaction and dedication, relationship between life satisfaction and absorption, relationship between emotional stability and dedication, relationship between emotional stability and absorption at Welcome Home Ministries Africa (WHMA).

The findings arose from the mixed methods applied during the data collection. Data from questionnaire were largely quantitative and were presented using descriptive statistics using spss, whereas data from interviews were purely qualitative and were presented under themes and verbatim, followed by interpretation and analytical discussion.

#### DEMOGRAPHICS

##### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	16	66.7	66.7	66.7
	31-34	1	4.2	4.2	70.8
	35-40	1	4.2	4.2	75.0
	41-44	2	8.3	8.3	83.3
	45-50	3	12.5	12.5	95.8
	55-60	1	4.2	4.2	100.0
	Total	24	100.0	100.0	

This distribution suggests that:

The workforce is dominated by young adults, which may influence perspectives on career development, adaptability, and long-term organizational commitment.

Middle-aged employees are present but form a minority, potentially contributing experience and stability.

Older employees are almost absent, which could mean limited intergenerational knowledge transfer within the organization.

Overall, the age profile reflects a youth-heavy workforce with minimal senior representation, shaping the organizational culture toward youthful energy but possibly lacking in long-term institutional memory.

**Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	24	100.0	100.0	100.0

This result indicates that:

The study is entirely female-focused, which is important to highlight in your methodology and limitations section.

Findings will reflect women’s experiences exclusively, and cannot be generalized to male caregivers or workers.

The lack of gender diversity may influence the interpretation of results, but it also provides a clear lens into female perspectives within the caregiving context.

**Duration of employment**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4-6 years	17	70.8	70.8	70.8
7+ years	6	25.0	25.0	95.8
Less than 1 year	1	4.2	4.2	100.0
Total	24	100.0	100.0	

This distribution suggests that:

The workforce is largely stable, with most employees having several years of experience.

The presence of long-term employees (7+ years) strengthens organizational continuity and institutional knowledge.

The very small proportion of newcomers may indicate low turnover or limited recent hiring.

Overall, the employment profile reflects a mature and experienced workforce, which may positively influence productivity, organizational culture, and mentoring capacity.

**Role**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Caregiver babies section	1	4.2	4.2	4.2
	Caregiver preemie section	1	4.2	4.2	8.3
	Caring for kids	1	4.2	4.2	12.5
	Feeding small babies	1	4.2	4.2	16.7
	Head mom	1	4.2	4.2	20.8
	Head of babies section	1	4.2	4.2	25.0
	Head of preemie section	1	4.2	4.2	29.2
	Provision of Care and attention to the children	15	62.5	62.5	91.7
	Toddler mom I feed and take care of the babies	1	4.2	4.2	95.8
	Toddler section playing with kids	1	4.2	4.2	100.0
	Total	24	100.0	100.0	

This distribution indicates that:

The workforce is heavily concentrated in general caregiving, with most staff providing broad care and attention to children rather than specialized or supervisory roles.

Specialized caregiving tasks (feeding, toddler play, preemie care) are performed by a small number of individuals, showing diversity in responsibilities but limited representation.

Leadership roles exist but are minimal, pointing to a structure where most staff are frontline caregivers, with only a few overseeing specific sections.

Overall, the data reflects a caregiving-heavy workforce with limited specialization and leadership representation, emphasizing the centrality of direct child care in the organization.

### Highest level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	3	12.5	12.5	12.5
	Primary	1	4.2	4.2	16.7
	Secondary	20	83.3	83.3	100.0
	Total	24	100.0	100.0	

This distribution suggests that:

The workforce is predominantly secondary-educated, which may influence the level of literacy, communication, and ability to engage with structured organizational processes.

The presence of certificate holders adds a layer of specialized skills, though they remain a minority.

The very small proportion of primary-level respondents' highlights limited representation of lower educational attainment, suggesting that most employees have at least moderate formal education.

Overall, the educational profile reflects a moderately skilled workforce, with secondary education as the dominant qualification and a small segment with advanced training.

### Correlations

		Psychological wellbeing	Employee Engagement
Psychological wellbeing	Pearson Correlation	1	.136
	Sig. (2-tailed)		.527
	N	24	24

Employee Engagement	Pearson Correlation	.136	1
	Sig. (2-tailed)	.527	
	N	24	24

The correlation between psychological wellbeing and employee engagement was weak and statistically non-significant ( $r = .136$ ,  $p = .527$ ,  $N = 24$ ). This suggests that psychological wellbeing does not have a meaningful impact on employee engagement within this sample, and other variables may be more influential in explaining engagement levels."

### Correlations

		Lifesatisfaction	Dedication
Lifesatisfaction	Pearson Correlation	1	-.063
	Sig. (2-tailed)		.770
	N	24	24
Dedication	Pearson Correlation	-.063	1
	Sig. (2-tailed)	.770	
	N	24	24

The correlation between life satisfaction and dedication was weak and statistically non-significant ( $r = -.063$ ,  $p = .770$ ,  $N = 24$ ). This indicates that life satisfaction does not appear to influence dedication within this sample.

### Correlations

		Lifesatisfaction	Absorption
Lifesatisfaction	Pearson Correlation	1	-.209
	Sig. (2-tailed)		.327
	N	24	24
Absorption	Pearson Correlation	-.209	1
	Sig. (2-tailed)	.327	
	N	24	24

The correlation between life satisfaction and absorption was weak and statistically non-significant ( $r = -.209$ ,  $p = .327$ ,  $N = 24$ ). This suggests that life satisfaction does not meaningfully influence absorption within this sample.

### Correlations

		EmotionalSatabi lity	Dedication
EmotionalSatability	Pearson Correlation	1	-.107
	Sig. (2-tailed)		.620
	N	24	24
Dedication	Pearson Correlation	-.107	1
	Sig. (2-tailed)	.620	
	N	24	24

The correlation between emotional stability and dedication was weak and statistically non-significant ( $r = -.107$ ,  $p = .620$ ,  $N = 24$ ). This suggests that emotional stability does not meaningfully influence dedication within this sample.

### Correlations

		EmotionalSatabi lity	Absorption
EmotionalSatability	Pearson Correlation	1	.450*
	Sig. (2-tailed)		.027
	N	24	24
Absorption	Pearson Correlation	.450*	1
	Sig. (2-tailed)	.027	
	N	24	24

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

The correlation between emotional stability and absorption was moderate and statistically significant ( $r = .450$ ,  $p = .027$ ,  $N = 24$ ). This suggests that employees with higher emotional stability are more likely to experience absorption in their work, indicating a meaningful relationship between these constructs

## 4.2 Chapter Summary

Overall, the study found that most wellbeing variables, including psychological wellbeing and life satisfaction, lack a statistical significant relationship with employee engagement and

its dimensions. However, emotional stability demonstrated a significant moderate positive relationship with absorption, indicating that emotionally stable employees are more likely to be deeply engaged in their work tasks. Therefore, while general wellbeing may not strongly predict engagement in this study, emotional stability appears to play a key role in enhancing employee absorption.

These findings are consistent with broader organisational behaviour literature, which suggests that employees who experience psychological fulfilment are more likely to demonstrate dedication, creativity and persistence in their work roles.

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the discussion of the findings, conclusions drawn from the study, and recommendations. The discussion focuses on the relationship between psychological wellbeing (psychological wellbeing, life satisfaction, and emotional stability) and employee engagement (engagement, dedication, and absorption), guided by the results obtained using Pearson Correlation.

#### **5.2 Discussion of Findings**

The findings of the study revealed that most dimensions of psychological wellbeing did not have a statistically significant relationship with employee engagement. This suggests that, within the context of this study, psychological wellbeing may not be a strong predictor of employee engagement.

Firstly, psychological wellbeing showed a weak positive but statistically insignificant relationship with employee engagement. This implies that although employees with higher psychological wellbeing may tend to be slightly more engaged, the relationship is not strong enough to be considered meaningful. This finding contrasts with many theoretical expectations that suggest that employees with better psychological health are more engaged in their work.

Secondly, life satisfaction was found to have weak negative and insignificant relationships with both dedication and absorption. This indicates that life satisfaction does not significantly influence how committed or immersed employees are in their work. These results suggest that external life conditions may not directly translate into workplace engagement within this sample.

Thirdly, emotional stability demonstrated a very weak and insignificant relationship with dedication, indicating that being emotionally stable does not necessarily make employees more committed to their work roles.

However, a key finding of the study was that emotional stability had a moderate positive and statistically significant relationship with absorption. This suggests that emotionally stable employees are more likely to be deeply focused, attentive, and immersed in their work tasks.

This aligns with psychological theories that propose that individuals with stable emotions are better able to concentrate and manage work demands effectively.

Overall, the findings indicate that while general aspects of wellbeing (psychological wellbeing and life satisfaction) may not strongly influence engagement, specific traits such as emotional stability play a critical role in enhancing certain dimensions of engagement, particularly absorption.

### **5.3 Conclusion**

Based on the findings of the study, it can be concluded that psychological wellbeing does not have a significant overall relationship with employee engagement among the respondents. Most of the relationships examined were weak and statistically insignificant.

However, emotional stability emerged as an important factor, showing a significant positive relationship with employee absorption. This suggests that emotional stability is a key psychological factor that can enhance employees' ability to become deeply involved in their work.

Therefore, while psychological wellbeing as a broad concept may not strongly predict engagement in this study, specific components of wellbeing particularly emotional stability are important for improving certain aspects of employee engagement.

### **5.4 Recommendations**

Based on the findings of the study, the following recommendations are made:

1. **Promote Emotional Stability in the Workplace**

Organizations should implement programs such as stress management training, emotional intelligence development, and counseling services to help employees improve emotional stability.

2. **Provide Mental Health Support Systems**

Although psychological wellbeing was not statistically significant, it remains important. Employers should provide access to mental health resources such as wellness programs and employee assistance services.

3. **Enhance Work Environment for Better Absorption**

Since emotional stability influences absorption, organizations should create

environments that minimize stress and distractions while promoting focus and concentration.

4. Conduct Further Research with Larger Samples

The small sample size ( $N = 24$ ) may have influenced the results. Future studies should use larger samples to improve the reliability and generalizability of findings.

5. Incorporate Other Factors Influencing Engagement

Future research should examine other variables such as leadership style, organizational culture, and motivation, which may have a stronger impact on employee engagement.

### **5.5 Suggestions for Further Studies**

Future research should:

Explore the relationship using a larger and more diverse sample

Investigate additional psychological and organizational factors

Use different analytical methods beyond Pearson Correlation, such as regression analysis, to better understand predictive relationships

Examine other dimensions of employee engagement in more detail

### **5.6 Final Remark**

In conclusion, the study highlights that not all aspects of psychological wellbeing equally influence employee engagement, and special attention should be given to emotional stability as a driver of employee absorption in the workplace.

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## Appendices

### Appendix I: Questionnaire for Caregivers

Dear respondent,

My name is Shakira Namale, a student at Uganda Christian University pursuing a Bachelor's degree in Human Resource Management. In partial fulfilment of the requirements for the award of the degree, I am currently conducting a study aimed to examine the relationship between psychological wellbeing and employee engagement at Welcome Home Ministries Africa (WHMA).

I invite you and would greatly appreciate it if you spared part of your invaluable time to honestly answer the following questions pertaining to the study. Your responses are confidential and will be used only for research purposes. For Likert-scale questions, kindly rate your agreement on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree), unless otherwise specified.

#### SECTION 1: DEMOGRAPHIC INFORMATION

##### 1. Age (in years)

18-24 [ ]	35-40 [ ]	51-54 [ ]
25-30 [ ]	41-44 [ ]	55-60 [ ]
31-34 [ ]	45-50 [ ]	Above 60

##### 2. Gender

Male [ ]                  Female [ ]

##### 3. Length of employment at WHMA

Less than 1 year [ ]    1-3 years [ ]    4-6 years [ ]    7+ years [ ]

##### 4. Role: Caregiver (specify primary duties if applicable)

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##### 5. Highest level of education

Primary [ ]	Diploma [ ]	Master's [ ]
Secondary [ ]	Bachelor's [ ]	Other: _____

## SECTION 2: PSYCHOLOGICAL WELLBEING

This section assesses your overall psychological wellbeing. Please rate each statement on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree).

*[Strongly Disagree = 1 Disagree = 2 Neutral = 3 Agree = 4 Strongly Agree = 5]*

Psychological wellbeing	SD	D	N	A	SA
1. I am quite good at managing the many responsibilities of my daily life.(Environmental Mastery).					
2. I tend to be influenced by people with strong opinions. (Autonomy - reverse scored).					
3. I have confidence in my own opinions, even if they are different from others. (Autonomy).					
4. Maintaining close relationships has been difficult and frustrating for me. (Positive Relations - reverse scored).					
5. People would describe me as a giving person, willing to share my time with others. (Positive Relations).					
6. Some people wander aimlessly through life, but I am not one of them. (Purpose in Life).					
7. I sometimes feel as if I've done all there is to do in life. (Purpose in Life - reverse scored).					
8. For me, life has been a continuous process of learning, changing, and growth. (Personal Growth).					
9. I gave up trying to make big improvements or changes in my life a long time ago. (Personal Growth - reverse scored).					
10. When I look at the story of my life, I am pleased with how things have turned out so far. (Self-Acceptance).					
11. I like most parts of my personality. (Self-Acceptance).					
12. In many ways I feel disappointed about my achievements in life. (Self-Acceptance - reverse scored).					
13. The demands of everyday life often get me down. (Environmental Mastery - reverse scored).					

14. In general, I feel I am in charge of the situation in which I live. (Environmental Mastery).					
15. I have not experienced many warm and trusting relationships with others. (Positive Relations - reverse scored).					
16. I live life one day at a time and don't really think about the future. (Purpose in Life - reverse scored).					
17. I think it is important to have new experiences that challenge how I think about myself and the world. (Personal Growth).					
18. When I think about it, I haven't really improved much as a person over the years. (Personal Growth - reverse scored).					

### SECTION 3: EMPLOYEE ENGAGEMENT

This section measures your engagement at work. Please rate each statement on a scale of 0 (Never) to 6 (Always/Every Day).

*(0 – Never, 1- A few times per year or less, 2- Once a month or less, 3- A few times per month, 4- Once a week, 5- A few times a week, 6- Always / Every day)*

Engagement at work	0	1	2	3	4	5	6
1. At my work, I feel bursting with energy. (Vigor)							
2. I find the work that I do full of meaning and purpose. (Dedication)							
3. Time flies when I am working. (Absorption)							
4. At my job, I feel strong and vigorous. (Vigor)							
5. I am enthusiastic about my job. (Dedication)							
6. When I am working, I forget everything else around me. (Absorption)							
7. When I get up in the morning, I feel like going to work. (Vigor)							

8. My job inspires me. (Dedication)							
9. I feel happy when I am working intensely. (Absorption)							

**SECTION 4: RELATIONSHIP BETWEEN PSYCHOLOGICAL WELLBEING AND EMPLOYEE ENGAGEMENT**

To explore the relationship, please respond to the following on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree):

<b>Relationship Between Psychological Wellbeing and Employee Engagement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1. My sense of purpose in life positively affects how dedicated I am to my work at WHMA.					
2. Positive relationships with colleagues improve my energy levels at work.					
3. When I feel in control of my personal life, I am more absorbed in my job tasks.					
4. Personal growth opportunities at WHMA enhance my overall wellbeing.					
5. Low self-acceptance makes it harder for me to engage fully in my role.					

**SECTION 5: FACTORS INFLUENCING PSYCHOLOGICAL WELLBEING AND EMPLOYEE ENGAGEMENT**

Please rate the following factors on how much they influence your psychological wellbeing and employee engagement at WHMA (1 = No Influence, 5 = Strong Influence).

<b>Factors Influencing Psychological Wellbeing and Employee Engagement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. Workload and job demands.					
2. Support from supervisors/management.					
3. Relationships with colleagues.					

4. Training and development opportunities.					
5. Compensation and benefits.					
6. Work-life balance.					
7. Organizational culture and values.					
8. Physical work environment (e.g., facilities).					
9. Recognition for achievements.					

**Thank you for completing the questionnaire!**

## **Appendix II: Interview Guide for Administrators and Support Staff**

Dear respondent,

My name is Shakira Namale, a student at Uganda Christian University pursuing a Bachelor's degree in Human Resource Management. In partial fulfilment of the requirements for the award of the degree, I am currently conducting a study aimed to examine the relationship between psychological wellbeing and employee engagement at Welcome Home Ministries Africa (WHMA).

I would appreciate it if you spared some 30 – 45 minutes of your invaluable time to respond to the following questions honestly in a one-on-one interview. Your responses will be audio recorded following your consent and will be transcribed, kept confidential and used strictly for research purposes. Kindly feel free to share as much detail as you're comfortable with. Thank you!

### **Section 1: Background and Demographics**

- 1.Can you tell me about your role at WHMA and how long you've been in this position?
- 2.What is your age group (... 18-24, 25-30, 31-34, 35-40 etc.) and gender?

### **SECTION 2: LEVELS OF PSYCHOLOGICAL WELLBEING**

- 1.On a scale of 1-10, how would you rate your overall psychological wellbeing at work? Why that rating?
- 2.What aspects of your job contribute positively to your wellbeing? What challenges it?

### **SECTION 3: LEVELS OF EMPLOYEE ENGAGEMENT**

- 1.On a scale of 1-10, how engaged do you feel in your work at WHMA? What does engagement mean to you?

*[Give examples of times when you felt highly energetic, dedicated, or absorbed in your tasks]*

2. What motivates you to stay engaged? What demotivates you?

#### **SECTION 4: RELATIONSHIP BETWEEN PSYCHOLOGICAL WELLBEING AND EMPLOYEE ENGAGEMENT**

1. In your view, how does your psychological wellbeing affect your engagement at work?
2. Conversely, how does your level of engagement influence your wellbeing?
3. Do you see this relationship differing across roles (e.g., caregivers vs. admins)?

#### **SECTION 5: FACTORS INFLUENCING PSYCHOLOGICAL WELLBEING AND EMPLOYEE ENGAGEMENT**

1. What organizational factors (...culture, leadership) influence wellbeing and engagement at WHMA?
2. What personal factors (like, work-life balance, relationships) play a role?

*[How could WHMA address these?]*

3. Are there external factors (like, economic conditions, community support) affecting these areas?

*[any suggestions for improvement?]*

4. Any other thoughts on improving wellbeing and engagement organization-wide?

**Thank you for your time and insights!**