

**THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND
ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF KAYUNGA
REFERRAL HOSPITAL**

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**UGANDA CHRISTIAN
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DECLARATION

I hereby, do declare that the contents of this Research Report, submitted to the School of Business, in partial fulfillment of the requirement for the award of a Bachelor in Business Administration of Uganda Christian University, are original and were authored by me, (*except where states otherwise by reference or acknowledgment*). The report, therefore, neither in whole, nor part, has previously been published nor submitted to any institution or university for any form of award or any other use.

Declared by;

Signature.....

Date.....

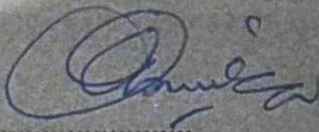
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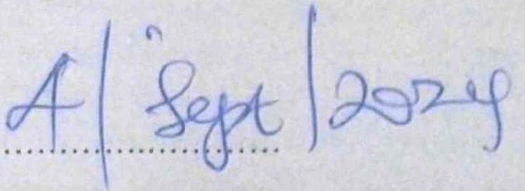
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APPROVAL

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EXECUTIVE SUMMARY

This research covers the relationship between Employee Engagement and Organizational Performance.

Chapter One sets the stage for the research study by introducing the research topic and further emphasizing its significance within the context of Employee Engagement's impact on Organizational performance in Uganda. Additionally, it outlines the study's specific objectives and establishes the overall structure of the research study for clarity and coherence.

Chapter Two aims to clarify the study's specific objectives, searching into the diverse facets of how Foreign Direct Investment impacts employment.

Chapter Three primarily explains the methodological approach that was employed during data collection. The methodology, therefore, covers areas related to the Study Design, Study Area, Population of the Study, Sample Size & Selection, Sampling Procedure, Sources of Data, Data Quality Control (reliability & validity), Data Collection Methods, Data Collection Instruments, Data Analysis and Ethical Consideration.

Chapter Four dives into the presentation, analysis and interpretation of the study's results. It primarily focuses on exploring the relationships among the study variables, aiming to address the research questions effectively. The study's variables and the corresponding findings are laid out in tables and statistical tests, clarifying the connections between the research variables. Additionally, descriptive statistics are later presented in the chapter, providing an exploration of the results aligned with the research objectives.

Chapter Five discusses the study findings detailed in chapter four presentations;

it makes a conclusion basing on the major study findings and provides recommendations to the study. These discussions of findings are summarized according to the study objectives which included; to examine the factors influencing Employee Engagement, to examine the factors limiting Employee Engagement and to suggest possible solutions to improve Employee Engagement in the study area.

CHAPTER ONE:

INTRODUCTION AND BACKGROUND

1.0. Introduction:

This research aims at aligning the relationship between employee engagement and organizational performance. It looks at the Background to the study or problem statement, Main and Specific objectives, Research Questions, Significance of the Study, Scope of the Study and Limitations to the Study.

1.1. Background:

Employee engagement refers to the commitment and motivation of employees to contribute to their organization's success. It encompasses the willingness of employees to exert discretionary effort, working beyond the basic requirements of their roles. According to the Chartered Institute of Personnel and Development (CIPD, 2012), engagement captures various methods by which employers can elicit additional effort from employees, becoming a new management mantra. David Guest (2013) highlights the attractiveness of engagement for managers due to its positive connotations and potential benefits for organizational success.

Employee engagement can be defined as the emotional and intellectual commitment an employee has towards their organization and its goals. It encompasses the level of enthusiasm, dedication and involvement employees demonstrate in their roles, as well as their alignment with the values and objectives of the organization. On the other hand organizational performance refers to the extent to which an organization achieves its strategic objectives and delivers value to its stakeholders.

The concept of employee engagement was first introduced by William Kahn in 1990, who defined it as the investment of positive emotional and cognitive energy into role performance. The Gallup Organization popularized the term in the 1990s, linking engagement to improved organizational outcomes (Schaufeli, 2013). Over time, terms like 'job satisfaction,' 'motivation,' and 'commitment' have been largely subsumed under the broader concept of engagement due to its descriptive power and practical relevance (Reilly & Brown, 2008). Employee engagement is multidimensional, encompassing intellectual, affective and social facets (Alfes et al., 2010).

In today's dynamic and competitive business environment organizations are increasingly recognizing the crucial role that employee engagement plays in driving organizational performance. The relationship between these two constructs has collected significant attention from researchers and practitioners alike, as they seek to understand how fostering a culture of engagement can translate into tangible outcomes for the organization.

The link between employee engagement and organizational performance is multifaceted and complex, operating through a variety of channels and mechanisms. At its core, engaged employees are more likely to invest extra effort in their work, going above and beyond their job descriptions to contribute positively to organizational success. This increased effort and commitment can manifest in several ways, including higher levels of productivity, greater innovation and creativity, improved customer satisfaction and lower turnover rates.

Achieving and sustaining high levels of employee engagement requires a joint effort on the part of organizations. It involves creating a work environment that fosters trust, open communication, recognition and opportunities for growth and development. Organizations can employ various strategies and initiatives to enhance engagement levels, ranging from leadership development programs and flexible work arrangements to employee recognition schemes and regular feedback mechanisms.

Several attributes are commonly associated with engaged employees, serving as indicators of their level of commitment and connection to the organization. These include a sense of belonging and purpose, clear expectations and goals, opportunities for autonomy and decision-making, constructive feedback and recognition and a supportive and inclusive work culture. By cultivating these attributes within the workforce organizations can create an environment where employees feel valued, motivated and empowered to contribute their best efforts towards achieving organizational objectives. The influence of employee engagement on staff behavior and performance is profound and far-reaching. Engaged employees exhibit higher levels of job satisfaction and morale, leading to increased job performance and job involvement. They are more likely to demonstrate proactive behaviors such as problem-solving, teamwork and initiative-taking, contributing to greater efficiency and effectiveness within the organization. Furthermore, engaged employees are more resilient in the face of challenges and change,

adapting more readily to evolving business conditions and driving continuous improvement and innovation.

Engaged employees are more productive, creative and committed, positively impacting Employee Satisfaction and reducing turnover. Effective Leadership and Governance provide strategic direction and accountability, while strong Market Position and Competitive Advantage are achieved through differentiation and effective marketing. Social Responsibility and Risk Management enhance sustainability and resilience.

Organizations can foster engagement through career development opportunities, work life balance initiatives, recognition and reward systems and enhanced communication channels. Providing employees with growth opportunities, flexible working conditions and regular feedback increases their commitment and motivation. Recognizing and rewarding efforts, alongside transparent communication, builds trust and alignment with organizational goals.

Engagement influences staff behavior by enhancing their willingness to exert extra effort. Engaged employees are more likely to display initiative, creativity and perseverance, directly contributing to improved organizational performance. This alignment between individual and organizational goals leads to a more dynamic, innovative and resilient organization.

By nurturing engagement organizations can achieve a competitive edge, driving sustained success through a motivated and committed workforce. This research aims to explain these dynamics, providing actionable insights for enhancing employee engagement and organizational performance.

1.2. Statement of the Problem:

The inception of employee engagement has been recognized as a critical factor for organizational performance, yet its potential remains underutilized globally due to limited managerial awareness. Consequently, engagement levels are minimal worldwide. Crawford et al. (2013) identified key drivers affecting engagement, such as job challenge, autonomy, variety, feedback, fit, development opportunities, rewards, recognition and leadership quality. Despite some debate over its impact, many agree that organizational performance often hinges on these drivers, which are frequently under implemented due to managerial reluctance. Macey et al. (2009) emphasized the need for a supportive work environment to sustain engagement, highlighting the importance of information sharing, learning opportunities and work-life

balance. This study focuses on the medical sector, examining the relationship between employee engagement and organizational performance, the existence of staff engagement, reasons for its potential failure and its adverse effects on staff and organizational outcomes. Despite efforts to improve engagement, many organizations face challenges due to ineffective leadership, poor communication, lack of growth opportunities and unsupportive cultures. Engaged employees show higher job satisfaction, commitment and productivity, while poor engagement leads to decreased morale, higher turnover and reduced performance, undermining organizational success. Thus, understanding and addressing the causes of poor engagement is crucial for organizations aiming to thrive competitively.

1.3. Objectives of the Study:

1.3.1. Main Objective of the Study.

The main objective of the Study will be to examine the relationship between Employee Engagement and Organizational Performance: A Case Study of Kayunga Referral Hospital.

1.3.2. Specific Objectives of the Study. *(Using the many to one model)*

The specific objectives of the Study will be;

- i. To examine the factors influencing Employee Engagement.
- ii. To examine the factors limiting Employee Engagement.
- iii. To suggest possible solutions to improve Employee Engagement.

1.4. Research Questions:

The study will be guided by research questions as described below;

- i. What are the factors influencing Employee Engagement?
- ii. What are the limiting factors to Employee Engagement?
- iii. What are the possible solutions to improve Employee Engagement?

1.5. Significance of the Study:

The study findings will be of great use and importance in the following ways;

- i. The government and organizational management will base on the findings of the study to formulate and implement better policies on Employee Engagement, thus providing a better platform for the sustained organizational growth and development.

- ii. The study findings will be useful to academia, especially researchers who may be interested in carrying out empirical studies on Employee Engagement and Organizational Performance.
- iii. The study findings will also be relevant to the different employees as they would be in position to better understand the effect of their Engagement on Organizational Performance.

1.6. Scope of Study:

The study will be designed to handle the boundary of the research work, in terms of the content scope, geographical scope and time scope.

1.6.1. Content Scope.

The study will examine the relationship between Employee Engagement and Organizational Performance with a Case Study of Kayunga Referral Hospital.

1.6.2. Geographical Scope.

The study will be carried out from Kayunga Referral Hospital, located in the town of Kayunga in Kayunga District in the Buganda Region of Uganda, approximately 51 kilometers north-east of Mukono, the nearest large city. This is about 67.5 kilometers north-east of Mulago National Referral Hospital, the nation's largest referral hospital in Kampala.

1.6.3. Time Scope.

The study will cover a period of about 6 months, running from March, 2024 to August 2024.

1.7. Limitations to the Study:

The following are the most likely limitations to be encountered by the researcher during the Study;

- i. Time Limits. Because there is a deadline for when the study findings will be needed, this will serve as a constraint, restricting my research activity to a specific time frame and limiting the amount of information I would cover.
- ii. Sample Size. The study will be limited to a specific sample size due to resource constraints. As such, the study's results will not fully be a representative of all Organizations & Institutions in Uganda.
- iii. Data Collection. The study will rely on self-reported data from the employees of Kayunga Referral Hospital. The accuracy and reliability of the data may to some extent be affected by recall bias, social desirability bias and other factors.

CHAPTER TWO:

LITERATURE REVIEW

2.0. Literature Review:

This chapter reviews existing literature on the relationship between employee engagement and organizational performance. It integrates various theories, models and primary studies to provide a comprehensive understanding of how employee engagement influences organizational outcomes. Key themes include definitions and dimensions of employee engagement, drivers of engagement and the impact of engagement on organizational performance.

Employee engagement has been extensively studied and defined by various scholars over the years. Kahn (1990) proposed an influential definition of engagement as the "harnessing of organizational members' selves to their work roles." This conceptualization emphasizes the emotional and analytical connection employees have with their work and organizations. Building upon Kahn's work, Macey and Schneider (2008) developed a comprehensive model of engagement, highlighting the role of individual, job and organizational factors in shaping engagement levels. These frameworks provide valuable insights into the multidimensional nature of employee engagement and the factors that influence it.

Organizations employ a range of strategies to foster employee engagement, drawing on insights from organizational behavior and management research. One effective approach is to cultivate a supportive and inclusive work culture that values employee input and encourages participation (Saks, 2006). Research by Harter et al. (2002) underscores the importance of providing employees with opportunities for development and growth, as well as regular feedback and recognition for their contributions. Additionally, leadership plays a crucial role in shaping engagement levels, with transformational leadership styles positively associated with employee engagement (Avolio et al., 2004). By implementing these strategies and practices organizations can create an environment conducive to high levels of staff engagement.

Several attributes are commonly associated with engaged employees, serving as indicators of their level of commitment and connection to the organization. For example, Bakker and Demerouti (2008) identified vigor, dedication and absorption as key dimensions of engagement, emphasizing the energy, enthusiasm and absorption employees exhibit in their work. Other scholars have highlighted the importance of a sense of belonging, trust and autonomy in driving engagement levels (Rich et al., 2010; Deci et al., 2017). These attributes provide valuable benchmarks for assessing and measuring employee engagement within organizations.

Numerous studies have explored the relationship between employee engagement and various outcomes related to staff behavior and organizational performance. For instance, research by Salanova et al. (2005) found a positive association between engagement and job performance, with engaged employees demonstrating higher levels of productivity and task performance. Moreover, engaged employees are more likely to exhibit proactive behaviors such as innovation, problem-solving and teamwork (Sonnetag, 2003; Christian et al., 2011), contributing to organizational effectiveness and competitiveness. Contrarily, poor engagement has been linked to negative outcomes such as absenteeism, turnover and decreased organizational performance (Wright and Cropanzano, 2000; Rich et al., 2010). These findings underscore the significant impact of engagement on both individual and organizational outcomes.

Despite the importance of employee engagement, many organizations struggle to achieve and sustain high levels of staff engagement. Research suggests several factors that contribute to engagement failure, including ineffective leadership, communication barriers, lack of recognition and inadequate opportunities for development (Gallup, 2017; Towers Watson, 2012). Additionally organizational culture and structure can impede engagement efforts, particularly in large, hierarchical organizations (Macey and Schneider, 2008). By identifying and addressing these challenges organizations can enhance their ability to foster a culture of engagement and drive performance outcomes.

2.1. Introduction to the Literature Review:

Employee engagement has been widely studied, yet definitions vary among scholars. Kahn (1990) defined engagement as the harnessing of employees' selves to their work roles, whereby they express themselves physically, cognitively and emotionally. Schaufeli et al. (2002) expanded on this by describing engagement as a positive, fulfilling, work related state characterized by vigor, dedication and absorption.

Various factors drive employee engagement, as highlighted by Crawford et al. (2013), including job challenge, autonomy, variety, feedback, fit, opportunities for development, rewards and recognition and quality of leadership.

Job Challenge and Autonomy: Job design significantly influences engagement. Hackman and Oldham's (1980) Job Characteristics Model suggest that jobs high in skill variety, task identity, task significance, autonomy and feedback lead to higher motivation and satisfaction. These factors align with engagement, as employees feel more involved and responsible for their work.

Opportunities for Development: Career development opportunities, including training and advancement, are critical for sustaining engagement (Towers Perrin, 2008). Employees who see a path for growth within the organization are more likely to invest effort and stay committed.

Rewards and Recognition: Properly structured reward systems can enhance engagement by acknowledging and valuing employees' contributions. As noted by Reilly and Brown (2008), recognition programs boost morale and motivate employees to maintain high performance levels.

Leadership Quality: Effective leadership plays a pivotal role in fostering engagement. Transformational leaders, who inspire and support their employees, can significantly enhance engagement levels (Bass, 1985). Leadership behaviors that promote transparency, trust and empowerment are particularly influential.

Primary studies consistently demonstrate the positive impact of employee engagement on organizational performance. Engaged employees exhibit higher productivity, better quality of work and lower absenteeism (Harter, Schmidt, & Hayes, 2002). This section explores the relationship between engagement and various performance measures.

Financial Performance: Research by Gallup (2013) indicates that organizations with high employee engagement levels outperform their peers in profitability, productivity and customer satisfaction. Engaged employees contribute to better financial outcomes through increased efficiency and innovation.

Customer Satisfaction: Engaged employees are more likely to provide exceptional customer treatment, leading to higher customer satisfaction and loyalty (Salanova, Agut, & Peiró, 2005). The positive attitude and commitment of engaged employees resonate with customers,

Employee Retention and Turnover: High levels of engagement are associated with lower turnover rates. Engaged employees are more committed to their organization and less likely to seek employment elsewhere (Schaufeli & Bakker, 2004). This reduces recruitment and training costs and preserves organizational knowledge.

Innovation and Adaptability: Engagement fosters a culture of innovation and continuous improvement. Engaged employees are more likely to suggest new ideas and improvements, helping organizations adapt to market changes and maintain competitiveness (Saks, 2006).

Despite the clear benefits, many organizations struggle to achieve high levels of employee engagement. Common barriers include:

Managerial Reluctance: Some managers may resist implementing engagement initiatives due to a lack of understanding or fear of change (Crawford et al., 2013). This reluctance can hinder the adoption of practices that promote engagement.

Poor Work Environment: A negative work environment, characterized by high stress, poor communication and lack of support, can diminish engagement (Macey et al., 2009). Creating a positive and supportive work culture is essential for fostering engagement.

Inadequate Recognition: Failure to recognize and reward employee contributions can lead to disengagement. Employees need to feel valued and appreciated to remain motivated and committed (Reilly & Brown, 2008).

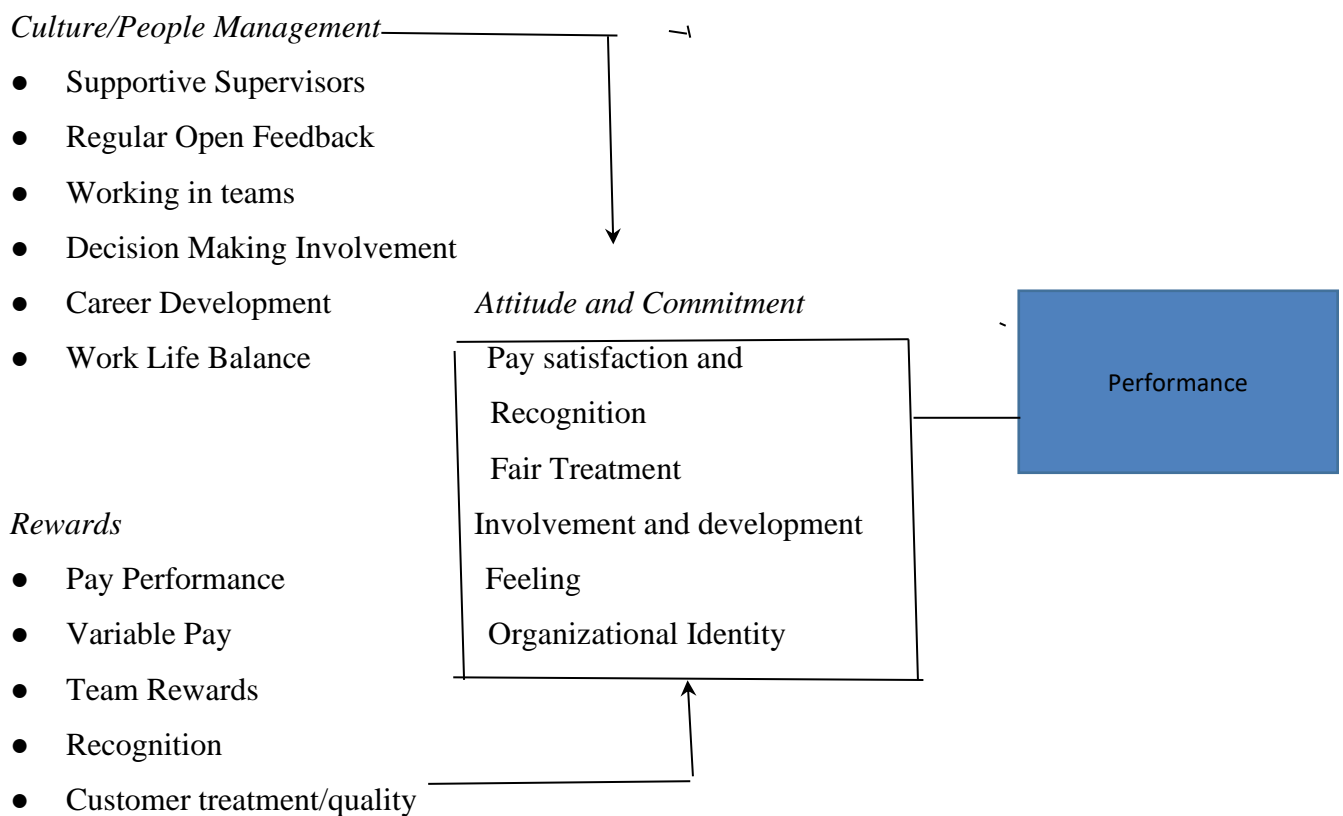
2.2. Theoretical Frame Work:

The management styles used are to be put into consideration as they could affect employee engagement hence organizational performance. It is believed that a democratic approach promotes employee engagement hence increases organizational performance. Furthermore, the thought that the management style adopted assists organizations in overcoming their employee constraints and undertake certain practices such as advancement of rewards which there by

leads to an improvement in organizational performance as stated by Hakanen et al (2006). According to Macey and Schneider (2008), “when leaders have clear expectations, are fair and recognize good performance they will have positive effects on employee engagement by engendering a sense of attachment to the job.”

Macey et al (2009: 11) emphasized the work environment and the jobs people do. He noted that: ‘Engagement requires a work environment that does not just demand more but promotes information sharing, provides learning opportunities and fosters a balance in people’s lives, thereby creating the bases for sustained energy and personal initiative.’

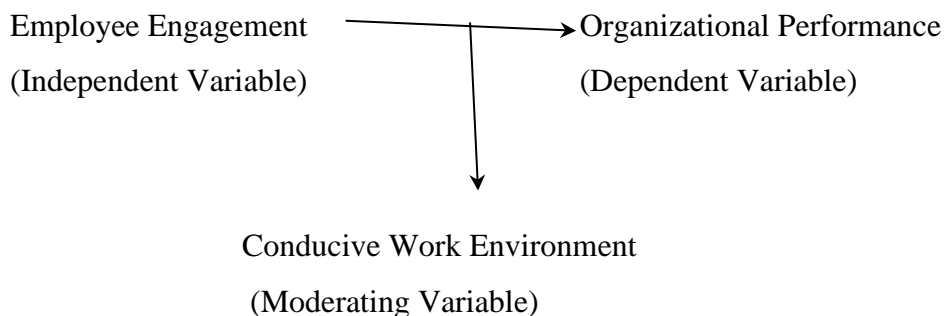
It is debatable that organizations which have high levels of employee engagement have better working environments that positively impacts on organizational performance as a result of a conducive management style, Hakanen et al (2006). Reilly and Brown (2008) asserted that appropriate reward practices and processes, both financial and nonfinancial are managed in combination (i.e. a total reward approach), can help to build and improve employee engagement and that badly designed or executed rewards can hinder it. Reward policies influence performance through engagement in the following ways:



Rees *et al* (2013: 2781) suggested that there is a direct relationship between the effectiveness of such policies and levels of employee engagement. Employees will demonstrate positive attitudes and behaviors when they perceive that their employer values them and their contribution. They will demonstrate higher levels of performance if the work environment is one in which employees have a voice in the sense that they can share their concerns, opinions and ideas with their employers.

Increasing organizational engagement through the work environment means developing a culture that encourages positive attitudes to work, promoting interest and excitement in the jobs people do, reducing stress and recognizing the importance of social interaction. For example, the clothing company, believes that staff who are enjoying themselves, who are being supported and developed and who feel fulfilled and respected at work, will provide the best treatment to customers.

2.3. Conceptual Model/Frame Work.



2.4. Conceptual Model /Frame Work Variables:

i. Independent Variable.

This variable that acted as a source of influence in my study findings; Employee Engagement that when further broken down contains management styles, salary increment and employee recognition.

ii. Dependent Variable.

Organizational Performance was influenced by Employee Engagement.

iii. Moderating Variable.

These two variables of an employee engagement and organizational performance were influenced by work environment that acted to be the moderating variable.

CHAPTER THREE:

METHODOLOGY

3.0. Introduction:

This chapter primarily explains the methodological approach that will be employed during data collection. The methodology, therefore, will cover areas related to the Study Design, Study Area, Population of the Study, Sample Size & Selection, Sampling Procedure, Sources of Data, Data Quality Control (reliability & validity), Data Collection Methods, Data Collection Instruments, Data Analysis and Ethical Consideration.

3.1. Research Design:

Research design is a plan or road map that a researcher follows during research in order to find answers to research questions as validly, objectively, accurately and economically as possible (Kumar, 2014). A completely quantitative research approach with a cross-sectional design will be used in this study. The study will also adopt a descriptive survey research design. A descriptive survey research design allows a researcher to gather information, summarize it, present it and interpret it for the purpose of clarification (Orodho, 2012). Large populations that cannot be studied through direct observation can best be studied through a descriptive survey (Borg & Gall, 2009); therefore, this research design will be suitable for the study since it will be used to collect data from the study population in a relatively shorter period of time.

3.2. Study Area:

According to Acanit (2016), a study area is the area that a researcher focuses on when carrying out a research project or study. As per the objectives of this study, therefore, the study will be conducted from Kayunga Referral Hospital, located in Kayunga District.

3.3. Study Population:

Mugenda & Mugenda (2003) define a population as a complete assembly of individuals, objects or occurrences characterized by specific observable attributes. Ngechu (2004) further elaborates that a population represents a precisely delineated group of individuals, services, elements, occurrences or households under investigation. On the other hand, however, a target population refers to a predetermined subset of individuals, cases or objects possessing distinct

observable characteristics that set them apart from other populations. The study population for this research, therefore, will target 60 respondents from among the staffs of Kayunga Referral Hospital.

3.4. Sample Size & Selection:

According to Hamed (2017), sample size measures the number of individuals, samples measured or observations used in a study. With a target population of 60, the sample size of this study will contain 52 respondents (calculated using the Taro Yamane formula as illustrated below). The 52 respondents will then be selected from the target population of the study area.

Using Taro Yamane's formula, "Yamane T. (1973)",

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

Where,

N = Target Population

n = Sample Size

e = Marginal Error (5%)

Applying the formula with N = 60

$$n = \frac{60}{1+60(0.05)^2}$$

n = 52 Respondents

3.5. Sampling Technique:

A sampling technique, also known as a sampling procedure, refers to a method used in research to determine how the sample entities are chosen (Katamba & Balikuddembe, 2014). In this study, the researcher will use simple random sampling and stratified sampling. Simple random sampling will be employed to select the employees of Kayunga Referral Hospital due to the homogeneous nature of this target population, ensuring every individual has an equal chance of inclusion. Conversely, stratified sampling will be utilized to divide the population into distinct subgroups or strata, ensuring that specific traits or characteristics are represented proportionally, thus enhancing the depth of understanding without introducing biases to the study while also saving time and resources.

3.6. Sources of Data:

The researcher will rely on a combination of both primary and secondary data. The primary data will be collected through the use of survey questionnaires. The secondary data, on the other hand, will be gathered from documentary sources, through reviewing relevant documents such as textbooks, journals, official records; relative to the research topic in question.

3.7. Data Collection Methods:

Data collection methods refer to the techniques employed by the researcher to gather both primary and secondary data from various pertinent sources in order to address research inquiries (Katamba & Balikuddembe, 2014). In this study, the researcher will opt for the Questionnaire method.

As defined by the University of Pretoria (2017), a questionnaire is a document comprising a series of inquiries, typically directed at a statistically significant sample size and serves as a means of acquiring data for a survey. The researcher, therefore, will utilize this method, given its perceived impartiality, to obtain data from the 52 respondents.

3.8. Data Collection Instruments:

Data collection tools encompass questionnaires, survey plans, guides, rating scales or any other means employed to gather information from respondents (Acanit, 2016). For this study, the researcher will utilize questionnaires as the primary data collection instrument.

This will involve the use of Self-administered Questionnaires, physically delivered by the researcher to respondents and collected once completed. These questionnaires will be structured around the themes aligned with the study's objectives. The questions to be used in these questionnaires will be closed-ended in nature, implying that the respondent's choices of response will be limited and more focused since the researcher will want to gather specific, quantifiable data, streamline data analysis and maintain control over the direction of the survey. Employing questionnaires, on the other hand, will further enable the researcher to reach a large number of respondents within a short timeframe; enhancing the response rates by tapping into the respondents' emotions and viewpoints.

3.9. Data Quality Control:

Data control involves the governance and management of data, as stated by Graef (2018). The researcher will ensure the data's high quality through the implementation of the following methods;

3.9.1. Validity.

Validity means the degree to which research data and the methods used to gather it are precise, trustworthy and aligned with the research objectives (Dickinson, 2019). To ensure that the information collected is reliable, it is important to engage in thorough planning so that the data directly corresponds to the research objectives and is obtained from the most appropriate sources. The researcher will use well-designed data collection tools and carefully supervised survey protocols to collect complete and accurate information.

3.9.2. Reliability.

Reliability, as described by Sekaran (2016), is concerned with the stability and consistency of the data, which is crucial for ensuring the trustworthiness of research findings. To attain this, the researcher will make questionnaires which are short and direct, minimizing the likelihood of respondent confusion and enhancing the reliability of the responses.

3.10. Analysis of Data:

Following the completion of the questionnaires, data analysis will commence by inputting the collected responses into softcopy. The data will then undergo verification to ensure accuracy before undergoing thorough analysis using SPSS analysis software. The results will then be presented through various statistical measures including frequency distribution tables, mean, mode, median, standard deviation and establishing correlations among the variables.

3.11. Ethical Consideration for the Study:

Ethical issues or principles are codes of ethics and oversight of research provided guidance (University of Pretoria, 2017). The researcher, therefore, will secure an official research authorization letter from the Research Department at the School of Business, Uganda Christian University. With this letter, the researcher will seek consent from the management of Kayunga Referral Hospital and later its employees; further emphasizing the importance of transparency and impartiality in information gathering while addressing potential biases. Additionally, the respondents will be assured that their information would be handled with utmost privacy.

CHAPTER FOUR:

PRESENTATIONS, ANALYSIS AND INTERPRETATION OF FINDINGS.

4.0. Introduction:

This chapter delves into the presentation, analysis and interpretation of the study's results. It primarily focuses on exploring the relationships among the study variables, aiming to address the research questions effectively. The study's variables and the corresponding findings are laid out in tables and statistical tests, elucidating the connections between the research variables. Additionally, descriptive statistics are later presented in the chapter, providing an exploration of the results aligned with the research objectives outlined below;

- i. What are the factors influencing Employee Engagement?
- ii. What are the limiting factors to Employee Engagement?
- iii. What are the possible solutions to improve Employee Engagement?

4.1. Response Rate:

The response rate after the field survey was calculated basing on a representative number of questionnaires returned in percentage form. The survey showed that a response rate of 86% was obtained. According to Amin (2005) he suggested that a high response rate implies a more accurate survey and research results.

Table 1: Response Rate

Response According to the Survey	Questionnaires Issued	Questionnaires Returned	Response Rate (%)
Kayunga Medical Staffs	20	23	38
Non-Medical Staff	5	2	3
Others (practicing students)	30	27	45
Total	60	52	86

Source: Primary Data

According to the table above, the survey response rate showed that out of the 60 questionnaires issued out, only 52 were returned representing an 86% response rate. This return gives a significant response that can be relied upon to come up with a research-based conclusion on the topic under study.

4.2. Demographic findings of the Research Study:

This section shows the descriptive explanation of the characteristics of the respondents in relation to the gender, age, level of education and the duration worked for Kayunga Referral Hospital, as provided by the respondents in the questionnaires.

4.2.1. Age Groups of Respondents.

The findings of the respondent' age is represented in the table below;

Table 2: Respondents' Age

Age Groups (years)	Frequency	Percentage (%)	Cumulative Percentage (%)
Under 20	0	0	0
20-30	21	41	41
31-40	16	31	72
41-50	11	21	93
Over 50	4	7	100
Total	52	100	

Source: Primary Data

The findings in table above show that majority of the respondents were in the age bracket of 20-30 years 21(41%), followed by those with 31-40 years 16(31%), then 41-50 years age group 11(21%), over 50 age group were 4(7%) and least in age bracket was respondents of those under 20 years with 0(0%). The age representation implies that most of Kayunga Referral Hospital employees are mature working group and therefore, can be relied upon to provide valid information relating to the research study. It can also be stated the respondents are real businessmen and women who are in Kayunga Referral Hospital in search for a source of livelihood prompting them to engage in such Kayunga Referral Hospital affiliated medical facility.

4.2.2. Gender of Respondents.

The findings for the gender composition are represented in the table below;

Table 3: Gender of Respondents.

Gender	Frequency	Percentage (%)	Cumulative Percentage (%)
Male	23	44	44
Female	29	56	100
Total	52	100	

Source: Primary Data

The findings in the table above show that majority of the respondents were female 29(56%), while their male counterparts were represented by 23(44%). The demographics imply that more of the female respondents were available both as staff of Kayunga Referral Hospital or practicing students to be given questionnaires for answering than their male counter parts during data collection.

4.2.3. Education Qualification of Respondents.

The findings of the respondents' education qualification are represented in the table below;

Table 4: Respondents' Education Qualification.

Education Qualification	Frequency	Percentage (%)	Cumulative Frequency (%)
High school or below	7	14	14
Bachelor's Degree	33	64	78
Master's Degree	10	19	97
PhD or Higher	2	3	100
Total	52	100	

Source: Primary Data

The findings in the table above show that majority of the respondents had Bachelor's degree qualification 33(64%), followed by, Master's degree 10(19%) , High school or below 7(14%) and PhD or higher had 2(3%). The findings

imply that at least most of the respondents involved in the data collection and survey had at least a substantial level of education that could enable them either respond to the questions asked or work at Kayunga Referral Hospital affiliated medical facility.

4.2.4. Duration worked for Kayunga Referral Hospital.

The findings represent the time spent working for Kayunga Referral Hospital is shown in the table below;

Table 5: Duration worked (Kayunga Referral Hospital).

Duration worked for Kayunga Referral Hospital	Frequency	Percentage (%)	Cumulative Percentage (%)
Less than a year	10	19	19
1-3 years	22	42	61
3-6 years	4	8	69
6-10 years	6	12	81
More than 10 years	10	19	100
Total	52	100	

Source: Primary Data

Findings on the duration worked (Kayunga Referral Hospital) by the different respondents shows that majority 22(42%) had worked for a period of 1-3years, followed by those who had worked for less than a year and more than 10 years 10(19%). Those who had been there for 6-10 years had a score of 6(12%) and those who had been there for 3-6 years had a score of 4(8%). Implying that the respondents surveyed had attained substantial experience and therefore were in position to provide adequate information relating to the topic of study.

4.3. Findings on the factors influencing employee engagement (Kayunga Referral Hospital).

The findings below represent the factors influencing employee engagement in Kayunga Referral Hospital based on a Likert scale of 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree and 5 – Strongly Agree.

Table 6: Table showing the factors influencing employee engagement (Kayunga Referral Hospital).

A	Factors influencing employee engagement. (Kayunga Referral Hospital)	1	2	3	4	5	Mean	Std. Deviation
a)	Supportive and inclusive work culture greatly enhances individual engagement and positively influences overall organizational performance.	0 (0%)	3 (6%)	14 (27%)	26 (50%)	9 (17%)	3.0	1.0
b)	Effective communication channels within the organization significantly contribute to individual engagement and overall performance.	0 (0%)	1 (2%)	14 (27%)	26 (50%)	11 (21%)	3.0	1.0
c)	Opportunities for professional growth and development are crucial for enhancing individual engagement and contributing to organizational success.	0 (0%)	0 (0%)	10 (19%)	26 (50%)	16 (31%)	3.0	1.0
d)	Recognition and rewards for employees' contributions play a vital role in improving organizational outcomes.	0 (0%)	2 (4%)	13 (25%)	25 (48%)	12 (23%)	3.0	1.0
e)	Effective leadership that values individual input and	0 (0%)	1 (2%)	6 (12%)	24 (46%)	21 (41%)	3.0	1.0

promotes a sense of ownership positively influences both my engagement and wholly organizational results.								
Total							15.0	5.0

Source: Primary Data

Findings in the table above show that majority 26(50%) agree that supportive and inclusive work culture greatly enhances individual engagement and positively influences overall organizational performance, 14(27%) were neutral, 9(17%) strongly agree disagree, 3(6%) disagree and 0(0%) strongly disagree. A mean value of 3.0 and a standard deviation of 1.0 were recorded. This implies that there is a significant effect of supportive and inclusive work culture greatly enhancing individual engagement and positively influencing overall organizational performance.

Findings as to whether effective communication channels within the organization significantly contribute to individual engagement and overall performance showed that majority 26(50%) agree, 14(27%) were neutral, 11(21%) strongly agree, 1(2%) disagree and 0(0%) strongly disagree. A mean value of 3.0 and a standard deviation of 1.0 were recorded. Which means that effective communication channels within the organization significantly contribute to individual engagement and overall performance.

Findings as to whether opportunities for professional growth and development are crucial for enhancing individual engagement and contributing to organizational success showed that majority 26(50%) agree, 16(31%) strongly agree, 10(19%) were neutral and 0(0%) disagree and strongly disagree. A mean value of 3.0 and a standard deviation of 1.0 were recorded. Which means that opportunities for professional growth and development are crucial for enhancing individual engagement and contributing to organizational success.

Findings as to whether recognition and rewards for employees' contributions play a vital role in improving organizational outcomes showed that majority 25(48%) agree, 13(25%) were neutral, 12(23%) agree, 2(4%), 2(4%) disagree and 0(0) strongly disagree. A mean score of 3.0

and a standard deviation of 1.0 were recorded. This means that recognition and rewards for employees' contributions play a vital role in improving organizational outcomes.

Findings as to whether effective leadership that values individual input and promotes a sense of ownership positively influences both my engagement and wholly organizational results showed that majority 24(46%) agree, 21(41%) strongly agree, 6(12%) were neutral, 1(2%) disagree and 0(0) strongly disagree. A mean score of 3.0 and a standard deviation of 1.0 were recorded. These findings show that effective leadership that values individual input and promotes a sense of ownership positively influences both my engagement and wholly organizational results.

In conclusion, the findings show that there is a significant effect resulting from Kayunga Referral Hospital factors influencing employee engagement which to a large extent leads to employee satisfaction and retention and its sustainability in the survey areas.

4.4. Findings on the factors limiting Employee Engagement (Kayunga Referral Hospital).

The findings below represent the factors limiting employee engagement in Kayunga Referral Hospital basing on a Likert scale of 1 – Strongly Disagree, 2 – Disagree, 3 – Not Sure, 4 – Agree and 5 – Strongly Agree.

Table 7: Table showing the factors limiting employee engagement (Kayunga Referral Hospital).

B	Factors limiting employee engagement (Kayunga Referral Hospital)	1	2	3	4	5	Mean	Standard deviation
a)	The lack of clear communication from	0 (0%)	11 (21.2%)	10 (19%)	22 (42%)	9 (17%)	3.0	1.0

	management significantly limits individual engagement as an employee.							
b)	Insufficient opportunities for career growth and development hinder individual engagement levels as an employee.	0 (0%)	4 (8%)	23 (44%)	19 (37%)	6 (12%)	3.0	1.0
c)	Inadequate recognition and rewards negatively impact individual engagement within the organization.	0 (0%)	3 (6%)	19 (37%)	26 (50%)	4 (8%)	3.0	1.0
d)	Poor work life balance contributes to an individual's low levels of employee engagement.	0 (0%)	2 (4%)	11 (21%)	29 (55%)	11 (21%)	3.0	1.0
e)	Limited involvement in decision making processes leads to decreased	0 (0%)	1 (2%)	12 (23%)	21 (41%)	18 (35%)	3.0	1.0

	employee engagement.							
	Total						15.0	5.0

Source: Primary Data

Findings in the table above indicate that majority agree 22(42%) agree that the lack of clear communication from management significantly limits individual engagement as an employee, 11(21%) disagree, 10(19%) were neutral, 9(17) strongly agree and 0(0%) strongly disagree. A mean value of 3.0 and a standard deviation of 1.0 were recorded. The findings mean that this factor has a substantial impact on employee engagement.

Findings as to whether insufficient opportunities for career growth and development hinder individual engagement levels as an employee (Kayunga Referral Hospital) showed that majority 23(44%) were neutral, 19(37%) agree, 6(12%) strongly agree, 4(8%) disagree and 0(0%) strongly disagree. A mean score of 3.0 and a standard deviation of 1.0 were recorded. These findings imply that this factor has significant impact on engagement levels.

Findings about the effect of inadequate recognition and rewards negatively impact individual engagement within the organization showed that majority agree 26(50%), 19(37%) were neutral, 4(8%) strongly agree, 3(6%) disagree and 0(0%) strongly disagree. A mean value of 3.0 and a standard deviation of 1.0 were recorded. These findings mean that inadequate recognition and rewards negatively impact individual engagement within the organization which has positively impacted employee engagement in the survey area.

Findings as to whether poor work life balance contributes to an individual's low levels of employee engagement (Kayunga Referral Hospital) showed that majority agree 29(56%), 11(11%) were neutral and strongly agree, 1(2%) disagree and 0(0%) strongly disagree. A mean score of 3.0 and a standard deviation of 1.0 were recorded. This implies that this factor contributes to an individual's low levels of employee engagement.

Findings as to whether limited involvement in decision making processes leads to decreased employee engagement (Kayunga Referral Hospital) showed that majority agree 21(41%), 18(35%) strongly agree, 12(23%) were neutral, 1(2%) disagree and 0(0%) strongly disagree.

A mean score of 3.0 and a standard deviation of 1.0 were recorded. This means that this factor leads to decreased employee engagement.

4.5. Findings on the possible solutions to improve Employee Engagement.

The findings below show the possible solutions to improve employee engagement based on a Likert scale of 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree.

Table 8: Table showing the possible solutions to improve Employee Engagement.

C	The possible solutions to improve Employee Engagement.	1	2	3	4	5	Mean	Std. Deviation
a)	Implementing regular training and development programs to greatly enhance personal skills and knowledge, contributes positively to both individual engagement and organizational performance.	0 (0%)	0 (0%)	11 (21%)	25 (48%)	29 (56%)	3.0	1.0
b)	Introducing a flexible work arrangement such as remote work/flexible work hours improve personal work-life balance significantly.	0 (0%)	0 (0%)	6 (12%)	27 (52%)	19 (37%)	3.0	1.0
c)	Creating a recognition and reward system to acknowledge employees' contributions and achievements significantly boosts	0 (0%)	1 (2%)	20 (39%)	15 (29%)	16 (31%)	3.0	1.0

	morale and enhances overall job satisfaction.							
d)	Improving communication channels within the organization fosters transparency and openness, which significantly enhances the work environment and overall effectiveness.	0 (0%)	0 (0%)	23 (44%)	21 (40%)	8 (15%)	3.0	1.0
e)	Encouraging collaborative teamwork and cross-functional projects promotes engagement and fosters innovation.	0 (0%)	0 (0%)	6 (12%)	25 (48%)	21 (40%)	3.0	1.0
	Total						15.0	5.0

Source: Primary Data

Findings as to whether implementing regular training and development programs to greatly enhances personal skills and knowledge, that contributes positively to both individual engagement and organizational performance showed that majority 29(56%) agree, 12(23%) strongly agree, 11(21%) were neutral and 0(0%) disagree and strongly disagree. A mean value of 3.0 and a standard deviation of 1.0 were recorded. This implies that implementing regular training and development programs to greatly enhances personal skills and knowledge, that contributes positively to both individual engagement and organizational performance.

Findings as to whether introducing a flexible work arrangement such as remote work/flexible work hours improve personal work-life balance significantly showed that majority 27(52%) agree, 19(37%) strongly agree, 6(12%) were neutral and 0(0%) disagree and strongly disagree. A mean value of 3.0 and a standard deviation of 1.0 were recorded. This implying that introducing a flexible work arrangement such as remote work/flexible work hours improve personal work-life balance significantly.

Findings as to whether creating a recognition and reward system to acknowledge employees' contributions and achievements significantly boosts morale and enhances overall job satisfaction showed that majority 20(39%) were neutral, 16(31%) strongly agree, 15(29%) agree, 1(2%) disagree and 0(2%) strongly disagree. A mean value of 3.0 and a standard deviation of 1.0 were recorded. This implying that creating a recognition and reward system to acknowledge employees' contributions and achievements significantly boosts morale and enhances overall job satisfaction.

Findings as to whether improving communication channels within the organization fosters transparency and openness, which significantly enhances the work environment and overall effectiveness showed that majority 23(44%) were neutral, 21(40%) agree, 8(15%) strongly agree and 0(0%) disagree and strongly disagree. A mean value of 3.0 and a standard deviation of 1.0 were recorded. This implies that improving communication channels within the organization fosters transparency and openness significantly enhancing the work environment and overall effectiveness.

Findings as to whether encouraging collaborative teamwork and cross-functional projects promotes engagement and fosters innovation showed that majority 25(52%) agree, 21(40%) strongly agree, 6(12%) were neutral and 0(0%) strongly disagree and disagree. A mean value of 3.0 and a standard deviation of 1.0 were recorded. This implies that encouraging collaborative teamwork and cross-functional projects promotes engagement and fosters innovation.

In summary most of the respondents agree that introducing a flexible work arrangement such as remote work/flexible work hours improve personal work-life balance significantly in the surveyed area.

4.6. Findings on Organizational Performance.

The findings below represent organizational performance based on a Likert scale of 1 – Strongly Disagree, 2 – Disagree, 3 – Not sure, 4 – Agree and 5 – Strongly Agree.

Table 9: Table showing organizational performance.

D	Organizational Performance	1	2	3	4	5	mean	Standard Deviation
a)	The organization achieves strategic goals effectively.	0 (2%)	1 (2%)	10 (19%)	29 (56%)	12 (23%)	3.0	1.0
b)	The organization is financially stable and profitable.	0 (0%)	0 (0%)	13 (25%)	23 (44%)	16 (31%)	3.0	1.0
c)	The organization has a strong market reputation.	0 (0%)	0 (0%)	11 (21%)	25 (48%)	16 (31%)	3.0	1.0
d)	The organization demonstrates high levels of innovation.	0 (0%)	0 (0%)	14 (27%)	25 (48%)	13 (25%)	3.0	1.0
e)	The organization experiences low employee turnover rates.	0 (0%)	1 (2%)	9 (17%)	14 (27%)	28 (54%)	3.0	1.0
	Total						15.0	5.0

Source: Primary Data

Findings as to whether their organization achieves strategic goals effectively showed that majority 29(56%) agree, 12(23%) strongly agree, 10(19%) were neutral, 1(2%) disagree and 0(0%) strongly disagree. A mean value of 3.0 and a standard deviation of 1.0 were recorded. That means the organization achieves strategic goals effectively.

Findings as to whether their organization is financially stable and profitable showed that majority 23(44%) agree, 16(31%) strongly agree, 13(25%) were neutral and 0(0%) disagree

and strongly disagree. A mean score of 3.0 and a standard deviation of 1.0 were recorded. This implies that the organization is financially stable and profitable.

Findings as to whether their organization has a strong market reputation showed that majority 25(48%) agree, 16(31%) strongly agree, 11(21%) were neutral and 0(0%) disagree and strongly disagree. A mean value of 3.0 and a standard deviation of 1.0 were recorded. That implies that the organization has a strong market reputation.

Findings as to whether their organization demonstrates high levels of innovation showed that majority 25(48%) agree, 14(27%) were neutral, 13(25%) strongly agree and 0(0%) disagree and strongly disagree. A mean value of 3.0 and a standard deviation of 1.0 were recorded. This means that the organization demonstrates high levels of innovation.

Findings as to whether their organization experiences low employee turnover rates showed that majority 28(54%) strongly agree, 14(27%) agree, 9(17%) were neutral, 1(2%) disagree and 0(0%) strongly disagree. A mean score of 3.0 and a standard deviation of 1.0 were recorded. This means that the organization experiences low employee turnover rates.

In summary, most of the respondents agree that the organization experiences low employee turnover rates in the area under survey.

4.7. Findings on how important employee engagement is to the following aspects of organizational performance.

The findings below show how important employee engagement is to the following aspects of organizational performance that are based on the following scale; 1 – not important, 2 – Slightly important, 3 – Moderately Important, 4 – Very Important, 5 – Extremely Important.

Table 10: Table showing the importance of employee engagement to the following aspects of organizational performance.

E	Importance of employee engagement to the following aspects of	1	2	3	4	5	Mean	Standard Deviation

	organizational performance.							
a)	Achieving strategic goals	0 (0%)	0 (0%)	3 (6%)	33 (64%)	16 (31%)	3.0	1.0
b)	Financial Stability	0 (0%)	0 (0%)	11 (21%)	16 (31%)	25 (48%)	3.0	1.0
c)	Market Reputation	0 (0%)	0 (0%)	8 (15%)	35 (69%)	8 (15%)	3.0	1.0
d)	Innovation	0 (0%)	0 (0%)	11 (21%)	27 (54%)	13 (25%)	3.0	1.0
e)	Employee retention rates.	0 (0%)	2 (3%)	2 (4%)	19 (37%)	29 (56%)	3.0	1.0
	Total						15	5

Source: Primary Data

Findings on achieving strategic goals showed that majority very important 33(64%), 16(31%) extremely important, 3(6%) moderately important and 0(0%) slightly important and not important.

Findings on financial stability showed that majority 25(48%) very important, 16(31%) moderately important, 11(21%) extremely important and 0(0%) slightly important and not important.

Findings on market reputation showed that majority 29(56%) very important, 19(37%) extremely important, 2(4%) moderately important and slightly important and 0(0%) not important.

Findings on innovation showed that majority very important 27(54%), 13(25%) extremely important, 11(21%) moderately important and 0(0%) slightly important and not important.

Findings on employee retention rates showed that majority very important 29 (56%), 19(37%) extremely important, 2(4%) moderately important and slightly important and 0(0%) not important.

In summary, majority of the respondents consider that employee retention rates as of importance in the area under survey.

Table 11: Table showing the extent to which belief in engaged employees contribute to the overall performance of the organization.

Extent of Belief in Employee Engagement.	Number of Responses	% of Responses
Very Negatively	0	0%
Negatively	0	0%
Neutral	3	6%
Positively	21	40%
Very Positively	28	54%
Total	52	100%

Table 12: Table showing how frequently the organization measures employee engagement.

How frequent the organization measures Employee Engagement.	Number of Responses	% of Responses
Never	0	0%
Rarely	3	6%
Occasionally	21	42%
Regularly	27	52%
Total	52	100%

Table 13: Table showing how effective the current strategies employed by the organization towards improved employee engagement.

Effectiveness of the current Strategies employed.	Number of Responses	% of Responses
Not effective	0	0%
Slightly Effective	3	6%
Moderately effective	18	35%

Very Effective	31	60%
Total	52	100%

4.7. Relationship between Employee Engagement and Organizational Performance in Kayunga Referral Hospital.

The table below represents the correlation between Employee Engagement as the independent variable and Organizational Performance as the dependent variable.

Table 14: Table showing the correlation between Employee Engagement and Organizational Performance.

	Employee Satisfaction	Employee Retention	Employee Motivation	Productivity	Customer Satisfaction	Profitability
Employee Satisfaction	1.00	0.75	0.70	0.60	0.55	0.50
Employee Retention	0.75	1.00	0.65	0.50	0.60	0.45
Employee Motivation	0.70	0.65	1.00	0.80	0.70	0.65
Productivity	0.60	0.50	0.80	1.00	0.75	0.70
Customer Satisfaction	0.55	0.60	0.70	0.75	1.00	0.80
Profitability	0.50	0.45	0.65	0.70	0.80	1.00

Source: Primary Data

The study employed SPSS software to compute the correlation analysis as shown in the table above. Overall, the correlation analysis presented in the table above shows that there's a significant relationship between Employee Engagement (independent variable) and organizational performance (dependent variable). Generally, the correlation registered at 0.80 significant value is a relatively high positive correlation between the two variables. The results imply that Employee Engagement has a significant positive effect in Kayunga Referral Hospital based medical facility and its corresponding organizational performance.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.

5.0. Introduction:

This chapter discusses the study findings detailed in chapter four presentations; it makes a conclusion basing on the major study findings and provides recommendations to the study. These discussions of findings are summarized according to the study objectives which included; to examine the factors influencing Employee Engagement, to examine the factors limiting Employee Engagement and finally to suggest possible solutions to improve Employee Engagement.

5.1. Discussions and Summary of the Findings:

To achieve the above objectives, the researcher had to go to the field with a designed questionnaire which ideally helped him to collect the relevant data and finally analyzed it using both statistical and descriptive methods.

5.1.1. The factors influencing Employee Engagement (Kayunga Referral Hospital).

Research findings relating to the factors influencing employee engagement (Kayunga Referral Hospital) confirmed that the nature of factors, exemplified in Kayunga Referral Hospital, determines type and quantity of employees engaged. This is evident in the facility as there are often adaptations in the nature of treatment extended to the employees of Kayunga Referral Hospital. These create newer expectations from its employees hence leading to employee engagement in Kayunga Referral Medical facility in the study area. For example, Kayunga Referral Hospital came up with monthly benefits such as transport and accommodation. All of which are in the form of new organizational policies.

These findings are supported by many scholars who presented related research literature that showed that certain factors have been proven to directly contribute to employee engagement. Factors such as implementation of comprehensive wellness programs and enhanced career development opportunities significantly influenced employee engagement levels at Johns Hopkins Hospital in Baltimore, Maryland in 2021. This resulted in the hospital reporting an approximate employee engagement level of 85%, demonstrating the positive effect of focusing

on employee well-being and professional growth in a healthcare setting. (Gupta and Sharma, 2023) who's study showed that engaged employees are more likely to be motivated, committed and satisfied with their work. Engagement leads to positive outcomes such as higher productivity and efficiency. Gupta and Sharma further noted that engaged employees are willing to go beyond their job descriptions, contributing to improved problem-solving and innovation within the organization. (Lopez-Zafra et al, 2023) who's research explored the role of vigor (a key component of employee engagement on organizational performance. It was discovered that employees who exhibit high levels of enthusiasm and energy tend to enhance organizational outcomes. The study underscores the critical role of employee engagement in driving success and emphasizes the need for organizations to foster an environment where employees feel energized and committed.

5.1.2. The limiting factors to Employee Engagement.

From the findings, it was uncovered that various factors can significantly limit employee engagement, posing challenges to organizations aiming to keep a motivated and committed workforce. These could include; poor communication from leadership that can leave employees feeling disconnected from the organization's goals. The lack of recognition and rewards even further demotivates employees, as their efforts and achievements go unnoticed.

Additionally, limited opportunities for career growth and development can cause employees to feel stagnant, leading to disengagement. Poor work-life balance, often resulting from excessive workloads and a lack of flexibility, can lead to burnout, while ineffective leadership fails to inspire and support employees, thereby reducing engagement levels. The absence of autonomy restricts employees' ability to innovate and contribute meaningfully, while a negative workplace culture can create an environment of distrust and dissatisfaction.

Finally, a mismatch between employees; skills and job roles can result in frustration and a lack of fulfillment. Addressing these limiting factors is essential for fostering a work environment where employees feel valued, motivated and engaged ultimately driving organizational success.

These findings are seconded by other scholars namely, Kahn (1990), who argued that employee engagement is influenced by three psychological conditions: meaningfulness, safety and availability. He suggested that when these conditions are compromised due to lack of

recognition, inadequate growth opportunities or a toxic work environment-employees are less likely to fully invest themselves in their roles. Further supporting this, Saks (2006) highlighted that engagement is largely driven by perceived organizational support, indicating that employees who feel undervalued or unsupported are less likely to engage. These perspectives underline the importance of addressing the various limiting factors to enhance on employee engagement.

5.1.3. The possible solutions to improve Employee Engagement.

From the data analysis, it was uncovered to improve employee engagement organizations can implement several strategic solutions. Firstly, fostering open communication is vital. By creating a culture where employees feel heard and valued, management can enhance trust and transparency. This can be achieved through regular feedback sessions, employee surveys and open-door policies which encourage employees to share their concerns, ideas and suggestions. When employees feel that their voices are heard, they are more likely to feel part of the organization and committed to its success.

Secondly, investing in employee development is yet another effective way to boost engagement. Providing opportunities for training, career advancement and skill development portrays to employees that the organization is dedicated to their growth and future. This can include; offering professional development courses, mentoring programs and clear career paths. By supporting employees' personal and professional growth organizations not only enhance their skill sets but also increase job satisfaction and loyalty, as employees see a future within the organization.

Last but not least, recognizing and rewarding employee contributions plays a significant role in enhancing engagement. Recognition programs, bit formal or informal, acknowledge the efforts and achievements of employees, making them feel appreciated and motivated. These programs can range from employee of the month awards, bonuses or simple acknowledgments in team meetings. Recognition fosters a positive work environment, boosts morale and encourages employees to continue performing at high levels, thereby strengthening their engagement within the organization.

5.2. Conclusion in relation to the Objectives of Study:

In conclusion, the findings of this study underscore the vital role of employee engagement in driving organizational performance. Employee engagement isn't merely a human resource concept but a fundamental driver of organizational growth and success. Engaged employees are more productive, demonstrate higher levels of commitment and are more likely to contribute to innovative processes, all of which are essential for sustaining competitive advantage. The research clearly shows that organizations with high employee engagement levels tend to perform better financially, exhibit lower turnover rates and have a more positive workplace culture.

Through addressing the factors that limit employee engagement such as poor communication, inadequate recognition, limited growth opportunities and ineffective leadership organizations can foster a more motivated and dedicated workforce. Which in turn, leads to improved organizational outcomes, including higher productivity, enhanced employee satisfaction and stronger financial performance. Therefore, enhancing employee engagement should be seen as a strategic priority for organizations seeking to attain long-term success and maintain their competitive edge in the market. These align with the study's objectives, demonstrating that focusing on employee engagement is crucial for organizational growth and effectiveness.

5.3. Recommendations:

Basing on the research carried out, the researcher recommends the following;

Improve on Communication Channels: Organizations should establish clear and consistent communication channels to ensure that employees are well-informed on the organization goals, changes and expectations. This transparency helps to build trust and a sense of belonging among the employees, that can significantly enhance engagement.

Recognize and Reward Employee Contributions: Implementation of a robust recognition and reward system can boost employee morale and motivation. Acknowledging employees' efforts and achievements not only reinforces positive behaviors but also shows appreciation, that can lead to higher engagement levels.

Provision of Opportunities for Career Growth and Development: Organizations should invest in training and development programs to help employees enhance their skills and advance their careers. Offering clear pathways for career progression can increase employee satisfaction and loyalty, contributing to higher engagement.

Promote Work-Life Balance: So as to prevent burnout and ensure employees maintain high levels of productivity organizations should promote a healthy work-life balance. This can be attained by offering flexible work schedules, encouraging regular breaks and ensuring that workloads are manageable.

Others include: Fostering effective leadership, enhancing autonomy and Empowerment, creating a positive workplace culture and ensuring job role alignment.

Implementing the above recommendations can help organizations strengthen the relationship between employee engagement and organizational performance, leading to a more motivated workforce, increased productivity and overall business success.

5.4. Areas for further Research:

Having conducted a study on the effect of employee engagement on organizational performance in Uganda, with a case study of Kayunga Referral Hospital in Kayunga municipality, the researcher identified other researchable areas among which include;

1. The impact of employee engagement on organizational performance in education.
2. The relationship between employee engagement and employee retention.
3. Lastly, it would need more primary research to investigate if some of the findings mentioned above in the literature section are valid in Uganda. For instance, Saks (2006) and Bakker and Demerouti (2008) highlight the importance of recognition and rewards in driving employee engagement in Western contexts. However, it remains unclear if these findings apply similarly within the Ugandan context, especially in public sector organizations like Kayunga Referral Hospital. Conducting primary research could provide insights into whether Ugandan employees perceive recognition and rewards as critical to their engagement and if these factors significantly impact organizational performance. This would help determine the relevance of existing engagement strategies and guide the development of culturally and contextually appropriate practices.

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APPENDICES

A QUESTIONNAIRE TO BE FILLED BY RESPONDENTS (*Employees*) OF KAYUNGA REFERRAL HOSPITAL.

Dear respondent,

My name is RUBAHIKA DAVIS GATES, a student of Uganda Christian University, Mukono, with registration number S21B05/010, pursuing a Bachelor of Business Administration. I am currently conducting a study entitled “**The Relationship Between Employee Engagement and Organizational Performance: A Case Study of Kayunga Referral Hospital.**” This research is strictly for academic purposes and all provided information will be handled with the utmost confidentiality.

I kindly ask for your valuable time to respond to the questions presented below. Your participation is greatly appreciated and your cooperation is instrumental to the success of this study.

Instructions;

1. Do not write your name anyway on this paper.
2. Tick only where applicable.

SECTION A: GENERAL INFORMATION

1. Age:

- a) Under 20 b) 20 - 30 c) 31 - 40
d) 41 - 50 d) Over 50

2. Gender:

- a) Male b) Female

3. Educational Qualification:

- a) High school or below b) Bachelor's Degree
c) Master's Degree d) PhD or higher

4. Duration worked at Kayunga Referral Hospital:

- a) Less than 1 year b) 1-3 years -6 years
 c) 6-10 years d) More than 10 years

SECTION B: THE FACTORS INFLUENCING EMPLOYEE ENGAGEMENT.

On a scale of 1-5, please indicate the extent to which your opinion aligns with the statements provided. These statements examine the factors influencing Employee Engagement

Scale	1	2	3	4	5
Interpretation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

	Statements	1	2	3	4	5
	I feel that a supportive and inclusive work culture greatly enhances my engagement and positively influences overall organizational performance.					
	I believe that effective communication channels within the organization significantly contribute to my engagement and overall performance.					
	I believe that opportunities for professional growth and development are crucial for enhancing my engagement and contributing to organizational success.					
	I believe that recognition and rewards for employees' contributions play a vital role in fostering high levels of engagement and improving organizational outcomes.					
	I believe that effective leadership, which values my input and promotes a sense of ownership, positively influences both my engagement and our organizational results.					

SECTION C: THE FACTORS LIMITING EMPLOYEE ENGAGEMENT.

On a scale of 1-5, please indicate the extent to which your opinion aligns with the statements provided. These statements examine the factors limiting Employee Engagement.

Scale	1	2	3	4	5
Interpretation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Statements	1	2	3	4	5
I feel that the lack of clear communication from management significantly limits my engagement as an employee.					
I feel that insufficient opportunities for career growth and development hinder my engagement levels as an employee.					
I feel that inadequate recognition and rewards negatively impact my engagement within the organization.					
I believe that poor work-life balance contributes to my lower levels of employee engagement.					
I feel that limited involvement in decision-making processes leads to decreased employee engagement.					

SECTION D: POSSIBLE SOLUTIONS TO IMPROVE EMPLOYEE ENGAGEMENT.

On a scale of 1-5, please indicate the extent to which your opinion aligns with the statements provided. These statements suggest possible solutions to improve Employee Engagement.

Scale	1	2	3	4	5
Interpretation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

	Statement	1	2	3	4	5
a)	I feel that implementing regular training and development programs greatly enhances my skills and knowledge, contributing positively to both my engagement and organizational performance.					
b)	I feel that introducing flexible work arrangements such as remote work or flexible hours improves my work-life balance significantly.					
c)	I feel that creating a recognition and reward system to acknowledge employees' contributions and achievements significantly boosts morale and enhances overall job satisfaction.					
d)	I believe that improving communication channels within the organization fosters transparency and openness, which significantly enhances the work environment and overall effectiveness.					
e)	I believe that encouraging collaborative teamwork and cross-functional projects promotes engagement and fosters innovation.					

SECTION E: ORGANIZATIONAL PERFORMANCE.

1. On a scale of 1 to 5, please rate the following statements regarding your organization's performance:

Scale	1	2	3	4	5
Interpretation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

	Statement	1	2	3	4	5
a)	Our organization achieves its strategic goals effectively.					
b)	Our organization is financially stable and profitable.					
c)	Our organization has a strong market reputation.					
d)	Our organization demonstrates high levels of innovation.					
e)	Our organization experiences low employee turnover rates.					

2. In your opinion, how important is employee engagement to the following aspects of organizational performance?

Please rate on a scale of 1 to 5, where:

Scale	1	2	3	4	5
Interpretation	Not Important	Slightly Important	Moderately Important	Very Important	Extremely Important

	Statement	1	2	3	4	5
a)	Achieving strategic goals.					
b)	Financial stability and profitability.					

c)	Market reputation.					
d)	Innovation					
e)	Employee retention rates					

3. To what extent do you believe that engaged employees contribute to the overall performance of your organization?

Scale	1	2	3	4	5
Interpretation	Very negatively	Negatively	Neutral	Positively	Very positively

4. How frequently does your organization measure employee engagement?

Scale	1	2	3	4
Interpretation	Never	Rarely	Occasionally	Regularly

5. In your opinion, how effective are the current strategies employed by your organization to improve employee engagement?

Scale	1	2	3	4	5
Interpretation	Not effective	Slightly effective	Moderately effective	Very effective	Extremely effective

“Thank you for your Response and Cooperation.”



UGANDA CHRISTIAN UNIVERSITY

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SCHOOL OF BUSINESS

05th Sep, 2024

TO WHOM IT MAY CONCERN

Name: RUBAHIKA DAVIS GATES

Reg. S21B05/010

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

The Relationship between Employee Engagement and Organizational Performance. A case study of Kayunga Referral Hospital

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

The Uganda Christian University School of Business thanks you in advance

.....
Mukisa Simon Peter
Research coordinator



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