**HUMAN RESOURCE PRACTICES AND JOB SATISFACTION: A CASE OF EMPLOYEES AT UCAA, ENTEBBE – UGANDA**

**BY**

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# **DECLARATION**

I Kyabagye Dorah Kiroha, declare that this dissertation is my original work and has not been submitted to any institution for any academic purposes. Any works of others used in this dissertation have been duly acknowledged.

Registration Number: **1900101885**

Signature: ………………………Date: ..............................

# **APPROVAL**

This dissertation is submitted with my approval.

Signature…... Date…………………………………

**SUPERVISOR**

Dr. Edaku Charles (PhD)

**DEDICATION**

This research dissertation is dedicated to my dear parents and my sister Ms. Molly Natukunda who believed in education and have supported my academic journey to this day, as well as for the financial contributions, cheers, kindness and for being the most important backbones in my life and academic journey. My dearest children; Ruth, Josiah andFidel. Myfriends; Mr. Kansiime and Mr. Luwemba William, my academic friend Ms. Mugabirwe Beatrice for the support and cheering me on. My supervisor Dr. Edaku Charles (PhD) for your time and dedication towards my dissertation. I am forever grateful. Most importantly a forever grateful to God.

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# **LIST OF ABBREVIATIONS**

DV Dependent Variable

Ebb Entebbe

HR Human Resource

HRM Human Resource Management

IV Independent Variable

JCT Job Characteristics Theory

NU-REC Nkumba University Research Ethics Committee

UNCST Uganda National Council of Science and Technology

UCAA Uganda Civil Aviation Authority

UK United Kingdoms

USA United States of America

# **DEFINITION OF KEY TERMS**

**Job satisfaction:** This is a measure of workers' contentedness with their job, whether they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Job satisfaction can be measured in cognitive, affective, and behavioral components.

**Human resource management (HRM)**: Human Resource Management refers to the policies and practices involved in carrying out the human resource (HR) aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labour relations.

**Human resource** is a function in organizations designed to maximize employee performance in service of an employer‘s strategic objectives and goals.

**Remuneration**: This is defined as the total amount of the monetary and non-monetary pay provided to an employee by an employer in return for work performed as required.

**Performance Evaluation** is referred to as the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development.

**Promotion:** This is the shifting of employee for a job of higher significance and higher compensation.

**Attitudes**: It is an individual's predisposed state of mind regarding a value of a person, place, thing, or event, and this is precipitated through a responsive expression, which in turn influences the individual's thought and action.

**Fairness/equity/justice**: The notion that a decision or action is morally right according to ethics, equity, or law and consists of events and situations in the everyday lives of individuals across a variety of contexts.

**Job performance**: This is described as actions required and identified by the workers’ job description consequently authorized, evaluated, and recompensed by the employer and the individual’s ability to successfully perform within the framework of normal constraints and available resources.

**Perception**: This is referred to the state of being, ability, act, or process of becoming aware or the ability to understand using the mind, senses, discernment, intuitive recognition, or acknowledgment in relation to rational, moral, or ethical values, or insights that involved acquiring, receiving, selecting, transforming, and organizing information supplied.

**Sorting:** This is the scrutinization and editing of data for completeness, accuracy, uniformity and comprehensiveness.

**Coding:** This is when answers to a particular question were classified into meaningful categories in order to bring out essential patterns.

**Tabulation:** This involves counting number of responses falling under each category of coded frames and recorded the totals in a table.

# **ABSTRACT**

Effectively and efficiently administered Human Resources practices create job satisfaction among the employees of any entity. The study problem noted a gap in the HR practices at the UCAA due to inadequacies of resources and un-imbalanced redistribution of the HR practices that eventually cause job un-satisfaction among employees. The study sought to establish the relationship between human resource practices and job satisfaction among employees at Uganda Civil Aviation Authority (UCAA).

The findings were obtained from the employees at UCAA among three departments and with a total number of 65 employees participating in the research study. Questionnaires and interview guides were used as data collection tools and through this, 60 participants responded to questionnaires and 5 responded to the interview guide. This therefore brought the total number of respondents to 65 and the response rate at 63%. The researcher collected and analyzed data using STATA, and Dedoose.

Throughout a Pearson Correlation was used to analyze the direction and magnitude to which the dependent and the independent variables of the study were related. From the findings of the study, all the three tested independent variables of Remuneration, Performance Evaluation and Promotion were found to have positive influence on the employees’ job satisfaction; however, it was toa weak or low extent. The research findings were then compared to the past literature reviewed and the researcher gave recommendations to carry out effective and efficient HR practices that should be fairly distributed to all the employees to derive their job satisfaction. Further research can be carried out in the related fields to evoke discussions on how to improve the HR practices on Job satisfaction at the Aviation Industry.

# **CHAPTER 1:**

# **INTRODUCTION**

**1.0 Introduction:**

The most important single resource in any organization is people. Employees are therefore important, have the biggest impact on organisations/companies, and are instrumental in helping in the exponential growth of the any institution. Job satisfaction refers to attitudes employees form towards their jobs by taking into account their feelings, their beliefs, and their behaviours (Tatar, 2020). It can result from the type of work performed that is to say accomplishing goals, extracurricular activities or the working environment having a supportive and friendly boss or co- workers (Benrazavi & Silong, 2013).

Human Resources practices form the foundation supporting the way a company‘s human capital, will operate on its behalf for example means through which human resources‘ personnel can develop the leadership of the company‘s staff, intensive pay strategies, upward change in work position, work evaluation and so much more(O. Babalola et al., 2018; O. O. Babalola et al., 2014). This chapter explains the background of the research, problem statement, objectives of the study, research questions, study scope and significance as well as the study conceptual framework as detailed below; The background to the study is presented includes the historical, theoretical, conceptual and contextual background.

## **1.1 Background**

### **1.1.1 Historical Background**

Historically, the origin of Human Resource Management started to be documented in early 18th century in USA and some European countries like UK, Germany, and France (Aslam et al., 2014; Boxall et al., 2008).

Human Resources Management‖ (HRM) formally known as Personnel administration emerged as a clearly defined field by the 1920s (Boxall et al., 2008). It was largely concerned with the technical aspects of hiring, evaluating, training, and compensating employees and was very much of "staff" function in most organizations as the field did not normally focus on the relationship of disparate employment practices on overall organizational performance or on the systematic relationships among such practices (Aslam et al., 2014). A unifying paradigm was also another of those that the field lacked. Throughout history, human resource management has changed in name various times mainly due to the change in social and economic activities for example industrial welfare. In 1913, the number of industrial welfare workers had increased so a conference organized and held and the welfare workers association formed later changed to Chartered Institute of Personnel and Development (Aslam et al., 2014; Chukwunonso, 2013).

In the 1st world war personnel development increased due to government initiatives to encourage the best use of people (Arthur, 1987; Whiteside, 1980). In 1916, it became compulsory to have a welfare worker in explosive factories and was encouraged in munitions factories (Arthur, 1987; Aslam et al., 2014; Whiteside, 1980). A lot of work was done in this field by the army forces. The armed forces focused on how to test abilities and IQ along with other research in human factors at work. In 1921(Aslam et al., 2014; Whiteside, 1980), the national institute of psychologists established and published results of studies on selection tests, interviewing techniques and training methods.

During the 2nd world war, the focus was on recruitment and selection and later on training; improving morale and motivation; discipline; health and safety; joint consultation and wage policies (Aluvala, 2017; Tiwari, 2013). This meant that a personnel department had to be established with trained staff. Consultation between management and the workforce spread during the war where personnel departments became responsible for its organization and administration. Health and safety and the need for specialists to deal with industrial relations was recognized so that the personnel manager became as representative for the organization when discussions where held with trade unions/shop stewards and was the focus for the period. In the 1970's industrial relations was very important (Aslam et al., 2014; Herbane, 2010; Kim, n.d.).

In the 1990's a major trend emerged where employers were seeking increasing flexible arrangements in the hours worked by employees due to an increase in number of part-time and temporary contracts and the invention of distance working (Davidescu et al., 2020; Guest, 2004). The workforce and patterns of work are becoming diverse in which traditional recruitment practices are useless. In the year 2000, an increase in the use of internet meant a move to a 24/7 society (Wellman et al., 2002). This created new jobs in ecommerce that were lost in traditional areas like shops (Wellman et al., 2002). This meant an increased potential for employees to telecommute. Organizations needed to think strategically about the issues these developments raised.

HR manager role was to be flexible and change as changes occurred (Demo et al., 2012; Pradhan et al., 2019). HR therefore developed in response to the substantial growth in competitive pressures American business organizations began experiencing by the late 1970s because of such factors as globalization, deregulation, and rapid technological change (Clark, 1997; Crafts, 2000)(Crafts, 2000). These pressures gave rise to an enhanced concern on the part of firms to engage in strategic planning; a process of anticipating future changes in the environment conditions like the nature as well as level of the market and aligning the various components of the organization in such a way as to promote organizational effectiveness (Clark, 1997; Crafts, 2000).

Human Resource Management (HRM) consists of all the activities undertaken by an enterprise to ensure the effective utilization of employees towards the attainment of individual, group, and organizational goals. An organization's Human resource function focused on the people side of management (Buyl et al., 2014; Demo et al., 2012). It consisted of practices that helped the organization to deal effectively with its people during the various phases of the employment cycle including” The pre-hire phase involved planning practices where the organization decided what type of job openings would exist in the upcoming period and determined the necessary qualifications for performing those jobs (Demo et al., 2012; Fakhrul, 2015; Kilduff et al., 2000). During the hire phase, the organization selected its employees through recruiting applicants, assessing their qualifications, and ultimately selected those who were deemed the most qualified. An organization developed HR practices for effectively managing people once they came through the door. Those practices were designed to maximize the performance and satisfaction levels of employees by providing them with the necessary knowledge and skills to perform their jobs and by creating conditions that would energize, direct, and facilitate employees' efforts toward meeting the organization's objectives (Demo et al., 2012; Hauret et al., 2020).

Job satisfaction formally known as Work redesign‖ first got its start in the 1960s (Arthur, 1987; Clark, 1997; Rafferty & Griffin, 2009). Up until then, the prevailing attitude was that jobs were to be simplified in order to maximize production; however, it was found that when subjected to highly routinized and repetitive tasks, the benefits of simplification sometimes disappeared due to worker dissatisfaction (Absar et al., n.d.; Yusoff et al., 2013). It was proposed that jobs were to be enriched in ways that boosted motivation, instead of just simplified to a string of repetitive tasks (Abu-Jarad et al., 2010; Yusoff et al., 2013). It was from that viewpoint that Job Characteristics Theory emerged (Oldham & Hackman, 2010). Greg and Richard (1975) constructed the original version of the Job Characteristics Theory (JCT), which was based on earlier work by Turner and Lawrence and Hackman and Lawler (Oldham & Hackman, 2010).

This provided a foundation of objective characteristics of jobs in work design. Further, Hackman and Lawler indicated the direct effect of job characteristics on employee's work related attitudes and behaviours and, more importantly, the individual differences in need for development, which is called Growth Need Strength in Job Characteristics Theory (Oldham & Hackman, 2010). Greg and Hackman presented the final form of the Job Characteristics Theory in their book Work Redesign (Oldham & Hackman, 2010). The main changes included the addition of two more moderators; Knowledge and Skill and Context Satisfaction removal of the work outcomes of absenteeism and turnover, and increased focus on Internal Work Motivation. Several of the outcome variables were removed or renamed as well. Concentration was shifted to the affective outcomes following results from empirical studies that showed weak support for the relationship between the psychological states and behavioral outcomes (Herzberg et al., 1959; Yusoff et al., 2013). Recent studies show that Job satisfaction is a very crucial and important part for the satisfaction of a whole life of an employee as it affects employee health, attendance, and productivity (Benrazavi & Silong, 2013; Shikuku, n.d.; Tatar, 2020).

According to studies, there are five components which make up job satisfaction and that are the attitude towards colleagues, working conditions, financial benefits, and attitudes towards supervision and attitude toward the company (Al Zabir et al., 2018; Hossen, n.d.; Zeffane et al., 2008). This asserted, the meaning of job satisfaction can differ from person to person, and it is a complex multi-dimensional concept (Dartey-Baah, 2010). From that historical background, it was suggested that it was not technology but the art of human and humane management that would continue to challenge the HRM executives in the 21st century (Aslam et al., 2014). To date, evidence suggested that failure to effectively consider HRM practices of recruitment and selection, compensation and benefits, labour relations, health and safety management, training and development, career planning led to employee dissatisfaction with their jobs and work place (Aslam et al., 2014; Rafferty & Griffin, 2009). In complement, researchers reported that empirical studies in America confirmed that employees‘ satisfaction was predicted by HRM practices and job attributes and they also found out that employees who had a positive experience concerning fair compensation, sense of job and career fulfilment with their jobs were more likely to be satisfied with their jobs.

### **1.1.2 Theoretical Background**

Theoretically, this research will adopt Job Characteristics Theory (JCT) (Oldham & Hackman, 2010) and Herzberg’s’ two-factor theory of motivation (Herzberg et al., 1959; Yusoff et al., 2013). The Job Characteristics Theory developed by organizational psychologists Richard Hackman and Greg Oldham, is a normative approach to job enrichment. It specifies five core job dimensions that led to critical psychological states in the individual employee. The first three dimensions were: (a) skill variety (the range of tasks performed), (b) task identity (the ability to complete the whole job from start to finish), and (c) task significance (the impact of the job on others). Those three dimensions will contribute to the meaningfulness of the work. The fourth job dimension was autonomy (the extent of discretion and freedom an employee has over his or her tasks) and the higher this was, the more the employee felt responsible for the outcome of his or her work. The fifth dimension was feedback (the extent to which the job provides the employee with information about the effectiveness of his or her performance) which allowed the employee to appreciate the outcome of his or her efforts.

The student researcher will also adopt the Herzberg (1959) developed the two-factor theory of motivation, also known as the dual-factor or motivation-hygiene theory. This theory argued that two factors affect the motivation and satisfaction of employees (Herzberg et al., 1959; Yusoff et al., 2013). Herzberg posited that motivating employees is a two-step process based on job content as the motivation factor and job context as the hygiene factor (Bogicevic et al., 2013, 2017; Herzberg et al., 1959; Yusoff et al., 2013).

Herzberg’s model proposed that a continuum exists ranging from no satisfaction-to-satisfaction while a second continuum exists ranging from dissatisfaction to satisfaction (Al Zabir et al., 2018a; Yusoff et al., 2013). Herzberg also identified three types of employees: satisfied, dissatisfied, and those with an absence of dissatisfaction or no satisfaction (Bogicevic et al., 2017; Herzberg et al., 1959; Yusoff et al., 2013). When the motivation needs are fulfilled based on workers’ perceptions of accuracy and fairness with a performance assessment, they would not result in worker dissatisfaction, but to satisfaction or the absence of satisfaction.

When the motivation needs are not achieved due to a lack of perceived fairness and accurate perceptions of fairness of their appraisals, they would lead to worker dissatisfaction or no-satisfaction. The unavailability of hygiene needs would lead to worker dissatisfaction, but their attainment would result in worker no-satisfaction. The assumption is that if employees could achieve good performance on the job and accomplish goals through the fairness and accurate perceptions of their performance assessments, they would be more likely to experience job satisfaction (Dartey-Baah, 2010; Nutakor, 2019). These two theories will be chosen for the study because they best describe human resource management practices and its effect on job satisfaction. This research basing on these theories will build more knowledge human resource practices and job satisfaction of employees Uganda Civil Aviation Authority.

### **1.1.3 Conceptual Background**

Human resource (HR) practices of any company/ institution or organizations play a very important role in maximizing the efficiency of human capital to achieve the planned goals of the entity(Ahmad R, 2015; Pradhan et al., 2019). Previous literature concerning HR show that HR practices enhances confidence, flexibility and motivation of human capital, which in turn makes employees more energetic, dedicated and engrossed in their jobs and ultimately creating the feeling of satisfaction (Demo et al., 2012; Pradhan et al., 2019).

Job satisfaction is defined as the extent to which people like or dislike their jobs and the degree to which they feel positively or negatively about various aspects of their jobs. According to different studies, people are able to satisfy with their jobs, satisfactions-dissatisfactions level and arrive at a general conclusion (Davidescu et al., 2020). The Higher the opportunities for professional development the higher the will be for job satisfaction of employees (Marasinghe & Wijayaratne, 2018). The Higher the attitude and perception towards employment in civil aviation, facilities available in the departments, the higher will be the job satisfaction (Turnbull, 2013). Job satisfaction for employees isof great importance to the society and employer. It helps the perceptible changes in the mindset of the working group and the employer to change its policy for consequent productivity and enhances job satisfaction (Al Zabir et al., 2018; Smith et al., 1998). It is therefore important for entities to emphasis on making employees satisfied with regard to their jobs. Research suggested that for sustaining in this highly competitive business environment, entities should adopt suitable HR practices, which will promote job satisfaction of individuals, and most especially all employees, as this has several important benefits for the entities (Gupta & Singh, 2017; Pradhan et al., 2019).

Job satisfaction is a very crucial and important part for the satisfaction of a whole life of an employee as it affects employee health, attendance, and productivity (Benrazavi & Silong, 2013; Tatar, 2020). According to Rue and Byershave, there are five components which make up job satisfaction and that are the attitude towards colleagues, working conditions, financial benefits, and attitudes towards supervision and attitude toward the company(Al Zabir et al., 2018b; Zeffane et al., 2008). Mullins asserted, the meaning of job satisfaction can differ from person to person, and it is a complex multi-dimensional concept (Dartey-Baah, 2010).

HR practices, Employee engagement and job satisfaction play a major role in building healthy work relationships (Jawaad et al., 2019; Tensay & Singh, 2020). This helps in showing favorable attitudes like job satisfaction (Pradhan et al., 2019; Tatar, 2020). Nevertheless, there’s need to engage employees as this has an association with good health, and motivate them with favorable work effect such as job satisfaction (Al Zabir et al., 2018; Jawaad et al., 2019). This research proposes that good HR practices enables all employees in working well at their jobs as a norm of reciprocity, realizing a sense of personal gratification in performing their roles, which makes them feel good about their jobs. Following this, this research will ascertain the impact of HR practices towards job satisfaction of employees at Uganda Civil Aviation Authority (UCAA).

### **1.2.4 Contextual Background**

Uganda Civil Aviation Authority is a government institution offering national and international aviation services (*Civil Aviation Authority – Uganda*, 2021.). UCAA is located in Wakiso district, Uganda at Entebbe International Airport, the principal [international airport](https://en.wikipedia.org/wiki/International_airport) of [Uganda](https://en.wikipedia.org/wiki/Uganda) (*Entebbe International Airport – Civil Aviation Authority*, 2021.). It is located about 6 kilometers southwest of the town of [Entebbe](https://en.wikipedia.org/wiki/Entebbe), on the northern shores of [Lake Victoria](https://en.wikipedia.org/wiki/Lake_Victoria). This is approximately 40 kilometers by road south-west of the central business district of [Kampala](https://en.wikipedia.org/wiki/Kampala), the capital and largest city of Uganda. It is the only international airport of Uganda. The headquarters of the [Civil Aviation Authority of Uganda](https://en.wikipedia.org/wiki/Civil_Aviation_Authority_of_Uganda) have been relocated to a new block off the airport highway, but adjacent to the airport terminals. UCAA vision is “The Safest, Most Efficient and Transport System in Africa and beyond” (*Civil Aviation Authority – Uganda*, n.d.).As a way of achieving its mission, UCAA is propelled by the cardinal objective of its establishment, which is to promote the safe, secure, regular and efficient use and development of civil aviation inside and outside Uganda. Secondary objectives include the following: Maximization of revenue by providing facilities and services on cost- recovery basis to the extent possible. Maintenance of a high quality cost sensitive and well-motivated workforce. Promotion and support of efforts for protection of the environment. Continued improvement of the quality of services to customers of airports managed by the Authority (*Civil Aviation Authority – Uganda*, 2021.). In terms of Human Resource Practices, UCAA has a well-structured Quality Manual and human resource Manual that guides the ethics and code of conduct of employees, remuneration policy where employees are paid promptly, incentives and benefits and pensions also remitted promptly. The heads of departments are given autonomy on making decisions in their respective departments; promotion are done on merit, and regularly to enhance the career growth of employees. These are among others are the various HR practices put in place to try to improve the Job satisfaction of employee (*Civil Aviation Authority – Uganda*, 2021.). However, some observable evidence from the HR department indicated that some characteristics of dissatisfaction included; late coming, less pay to employees, rude supervisorsand absenteeism(*Civil Aviation Authority – Uganda*, 2021.). It is against this background that interest risen in researching HR practices and job satisfaction of employees at UCAA.

## **1.2 Problem statement**

Job satisfaction is an essential element for successful execution of work duties by employees. Only satisfied employees are able to perform at high standards (Benrazavi & Silong, 2013). Satisfied employees portray behaviours of engagement, happiness, intrinsic motivation, punctuality and reduced turnover intentions (Nutakor, 2019; Zeffane et al., 2008). Human resources practices are one of the major determinants of employees‘satisfaction at work. Such proper human resource practices that may increase satisfaction include proper remuneration and compensation, proper performance evaluation and adequate and timely promotions. According to previous studies, job satisfaction (Al Zabir et al., 2018), perception and attitude is positively associated with HR practices, as well as the fairness of superiors (Nutakor, 2019; Suh & Hijal-Moghrabi, 2021).

According to the Uganda Civil Aviation Authority Quality Manual Second Edition (2013), UCAA has attempted to reach the quality standards of its employees through recruitment, training sessions, remunerations, promotions and performance appraisals in atimely and effective manner needed to perform tasks based on appropriate education, training, skill, attitude and experience. This is done to enhance the career growth of employees to improve the Job satisfaction and motivation of employee (CAA-Quality-Manual-2nd-Edition-2013). UCAA has put up structures in place that portray the good human resource practices such as performance evaluations, training sessions, appropriate timely payments, fringe benefits among others in order to maintain a satisfied work force. However, even with these HR practices in place, UCAA still faces a problem of job dissatisfaction by employees. This is evidenced by late coming, less pay to employees, rude supervisors andincreased absenteeism(Atino, 2018). Following this,this research therefore aims to examine HR practices and job satisfaction of employees at UCAA.

## **1.3 Main Objective:**

This research aimed at establishing the relationship between human resource practices and job satisfaction among employees at Uganda Civil Aviation Authority (UCAA).

### **1.3.1 Specific Objectives**

1. To examine the relationship between Remunerations and Job satisfaction of employees at UCAA.
2. To examine the relationship between Performance evaluation and Job satisfaction of employees at UCAA.
3. To examine the relationship between Promotion and Job satisfaction of employees at UCAA.

## **1.4 Research questions**

1. **What is the relationship between remunerations and Job satisfaction of employees at UCAA?**
2. **What is the relationship between Performance evaluation and Job satisfaction of employees at UCAA?**
3. **What is the relationship between Promotion and Job satisfaction of employees at UCAA?**

## **1.5 Research Hypotheses**

1. There is no significant relationship between remunerations and Job satisfaction of employees at UCAA.
2. There is no significant relationship between Performance evaluation and Job satisfaction of employees at UCAA.
3. There is no significant relationship between Promotion and Job satisfaction of employees at UCAA.

## **1.6 Significance of the Study**

* The study contributed to the body of knowledge in monitoring and assessing HR practices and job satisfaction of employees in places of work especially the formal sector in Uganda.
* The findings of the study would be used to improve the working conditions and working environment of employees in places of work.

## **1.7 Justification of the study**

The research was conducted because of the importance of employee job satisfaction in original context. Satisfied employees were more productive, efficient and more willing to work towards organizational goals than those that experience low levels of satisfaction. The success of any organisation depends on workers’ satisfaction. HR is essential to the prosperity, productivity and performance of any institutions.

Employee job satisfaction is one of the key factors that create an environment where optimal performance was possible. This study aimed to establish the relationship between HR practices and job satisfaction of employees at UCAA.

## **1.8 Scope of the Study**

### **1.8.1 Geographical scope**

The participants for this research were recruited from the customs, immigrations and security departments, Entebbe International Airport through the Uganda Civil Aviation Authority Offices, Wakiso district, Uganda. Entebbe International Airport is the principal [international airport](https://en.wikipedia.org/wiki/International_airport) of [Uganda](https://en.wikipedia.org/wiki/Uganda) (*Civil Aviation Authority – Uganda*, 2021.). It is located about 6 kilometers southwest of the town of [Entebbe](https://en.wikipedia.org/wiki/Entebbe), on the northern shores of [Lake Victoria](https://en.wikipedia.org/wiki/Lake_Victoria). This is approximately 40 kilometers by road south-west of the central business district of [Kampala](https://en.wikipedia.org/wiki/Kampala), the capital and largest city of Uganda. It is the only international airport of Uganda. The headquarters of the [Civil Aviation Authority of Uganda](https://en.wikipedia.org/wiki/Civil_Aviation_Authority_of_Uganda) have been relocated to a new block off the airport highway, but adjacent to the airport terminals.

### **1.8.2 Content Scope**

This study focused on examining the relationship of human resources Practices and Job satisfaction amongemployees at Uganda Civil Aviation Authority (UCAA). Human resource practices were considered in this study to be the greatest factors that affect employee satisfaction because it is generally believed and theoretically proven that proper human resource practices make the employee more satisfied at the job. There was enough literature to support this assumption.

**1.8.3 Time scope**

This study focused on examining the relationship of human resources Practices and Job satisfaction amongemployees at Uganda Civil Aviation Authority for the last 5 years. The time scope was regarded as most relevant for this study because only little had been written about the topic in the recent years.

# **CHAPTER 2:**

# **LITERATURE REVIEW**

## **2.1 Introduction**

Literature review is the process of locating, reading and evaluating reports of research as well as reports of observations, discussions and opinions of individual planned project (Amin, 2005:138). This section covers the literature review in relation to the objectives of the study, theoretical review, conceptual review, review of related literature and conclusions about the reviewed literature.

## **2.2 Theoretical Review**

Theoretically, this research adopted the research will adopt Job Characteristics Theory (JCT) (Oldham & Hackman, 2010) and Herzberg’s’ two-factor theory of motivation that lead to job satisfaction. This theory held that characteristics of the job resulted in psychological states within the employee and the Herzberg motivation theory argued that two factors affect the motivation and satisfaction of employees (Herzberg et al., 1959; Yusoff et al., 2013). These theories subsequently influenced experienced satisfaction with the job. These theories experienced by employees include meaningfulness of work, responsibility for work outcomes, and salient knowledge of results. Employees subsequently experience general work satisfaction as well (Greve, 2017). Nevertheless, there is ample research that supported the viability of Job Characteristics Theory and the Herzberg’s’ two-factor theory of motivation.

Several studies show that job enrichment, as informed by the job characteristics theory and Herzberg’s’ two-factor theory of motivation which positively relate to general work satisfaction (Naidoo, 2012; Rodjam et al., 2020; Yusoff et al., 2013). The job characteristics in these theories such as task identity, significance, skill variety, autonomy and feedback are purely part of the Human resource practices of any institution that help to have a satisfied work force (Cerrato & Cifre, 2018; Oldham & Hackman, 2010). Following these, theories suggest will help build the HR practices fostered for job satisfaction. The theories have been chosen for the research study because they best describe human resource practices and job satisfaction of employees at work. The research will therefore based on these theories to build more knowledge on the exact human resource practices and job satisfaction among employees at UCAA.

## **2.3 Conceptual Review**

Job satisfaction is characterized by a number of facets that ranged from satisfaction with work, pay, and supervision, quality of work life, participation, organizational commitment, and climate. Job satisfaction is divided into two forms: intrinsic and extrinsic. Intrinsic Job satisfaction (Al Zabir et al., 2018; Jefferson, n.d.), which means the internal state in relation to characteristics within a job for example skill utilization, amount of responsibility, the amount of job complexity and opportunity for control and challenges whereas Extrinsic Job satisfaction refers to tangible aspects like work, wages and benefits. The researcher will assess the post causal relationship of remunerations and job satisfaction. With good remunerations, there is increased job satisfaction. Different studies show showed the relationship between remuneration levels on employee satisfaction was well-established (Herzberg et al., 1959; Muhammad et al., 2011; Shahzad et al., 2013), though not without complexity. For example, gender had been shown to influence the relationship between pay and work satisfaction (Smith et al., 1998).

Similarly, it had also been conceptualized that satisfaction resulted in increased pay. It was found out that positive attitude, which rose from Job satisfaction, among other factors in one‘s life, helped one earn more money. In either case, Job satisfaction and salary had shown to have a general and positive relationship in the studies (Davidescu et al., 2020; *Impact of Compensation and Benefits on Job Satisfaction*, n.d.; Muhammad et al., 2011). Promotion is referred to as the movement of an employee upward in the hierarchy of the organization, typically that lead to enhancement of responsibility and rank and an improved compensation package (Malik et al., 2012). Another definition of promotion is the reassignment of an employee to a higher rank of job lower than the previous position in the job. Performance Evaluation refers to practices carried out in order to monitor as well as equate the employees‘ performance in relation to productivity of organizational work (Osibanjo & Adeniji, 2012).

## **2.4 Review of Related Literature**

Doing a careful and thorough literature review is very important. This was systematically done on previous studies, and as well as appraised, encapsulated, compared and contrasted and correlated various scholarly books, research articles, and other relevant sources that were directly related to the current research.

### **2.4.1 Remunerations Practices and Job satisfaction**

Remunerations is defined as the total amount of the monetary and non-monetary pay provided to an employee by an employer in return for work performed as required. Essentially, it is a combination of the value of your pay, vacation, bonuses, health insurance, and any other benefit. These components were all encompassed when defining compensation. Research studies show that there is a relationship between the remunerations practices and Job satisfaction(Muhammad et al., 2011). Previous studies showed that incentive pay strategies were means that improved the employee overall performance (Malik et al., 2012; Muhammad et al., 2011). High performance at work had good relation among employee and institutions. Studies explain that there is a positive relationship among compensation practices and Job satisfaction (Muhammad et al., 2011). However, there is a need to examine further the relationship between employee job satisfaction and compensation practices that the researcher wants to cover.

Previous research had found mixed support for the relationship between salary and Job satisfaction (Muhammad et al., 2011). Muhammad (2011)) found that equal amounts of money yields different effects on Job satisfaction for different people. In other words, two or more individuals earning the same salary may perceive very different levels of satisfaction at the job. While researchers are yet to acknowledged traditional indicators of career success such as promotions, ascending the company hierarchy, and salary, others are noting a declining significance of such factors.

To conceptualize the impact of salary on Job satisfaction, one would have to reference the spill over model of job and life satisfaction, which suggests that satisfaction in one life domain spills over into other domains. In other words, if an individual experiences satisfaction in the job domain, then this satisfaction would spill over into the individual‘s general life satisfaction as well. To the extent that salary affects Job satisfaction, the same relationship holds for salary and Job satisfaction.

### **2.4.2 Performance Evaluation**

Practices and Job satisfaction evaluation of employee performance brings about improvement of productivity of organizations and it is significant to monitor the performance (Dartey-Baah, 2010; Davidescu et al., 2020). . Productivity and employee performance is associated with appraising the employee performance (Bashaer et al., 2016). Performance appraisal is more enhanced by other HR practices like formal training and financial incentive (Abu-Jarad et al., 2010; Nutakor, 2019). This leads to increased organization‘s productivity, an indicator of employee Job satisfaction. The above literature develops the assumption that there is a positive relationship between performance evaluation practices and Job satisfaction thus the need for a further detailed study. It confirms that the performance system in practice is fair enough to keep all the employees satisfied.

### **2.4.3 Promotion and Job satisfaction**

Promotion is defined as the shifting of an employee to a job of higher significance and higher remuneration (Malik et al., 2012). The movement of an employee upward in the hierarchy of the organization typically that leads to enhancement of responsibility and rank and an improved compensation package is the other promotion definition. Many researchers have had an opinion that Job satisfaction as it is strongly correlated with promotion opportunities and there was a direct and positive association between promotional opportunities and job satisfaction (Malik et al., 2012).

### **2.2.4 Job satisfaction concepts**

The job satisfaction concepts are work attitudes, work commitment andwork involvement(Dartey-Baah, 2010). HR practices are essential and the most sensitive practices of the organization yet most of them have failed to incorporate them for proper functionality leading to employee dissatisfaction that in return leads to increase in the organisations costs like those of recruitment, training, hiring, turnover as failure to maintain employee retention, attendance, engagement, performance to productivity (Boxall et al., 2008).

It is cyclical in nature meaning proper human resource practices are unavoidable to employees in company‘s lifetime. Therefore, this hypothesis proves that HR practices have a direct and positive correlation to Job satisfaction (Pradhan et al., 2019). An employee who is not satisfied with her current employment situation is more likely to stay with her current employer if she believes a promotion would place in her in a position where she would be happier (Boxall et al., 2008; Pradhan et al., 2019). Literature also shows that Job satisfaction is the most important determinant of voluntary job separations of all the explanatory variables (Davidescu et al., 2020). . Likewise, individuals who believe a promotion would be possible in the next two years are also more likely to remain employed with the same firm (Malik et al., 2012). Thus, the previous literature actually understated the importance of promotion in predicting Job satisfaction. The study will therefore examine the relationship between job satisfaction and promotions.

## **2.5 Conclusion and Interpretation**

This section reviewed the relevant literature of HR practices and built in-depth understanding for the theoretical implication of Job satisfaction. The above review also showed that there have been several studies conducted globally focusing on HR practices and job satisfaction. A general finding showed that HR practices affect Job satisfaction positively and statistically significant. However, studies portrayed that the impact of HR practices on Job satisfaction in Uganda‘s aviation sector have not yet received proper attention. The study research therefore concentrated on filling the existing research gap.

## **2.6 Summary of Literature review.**

The researcher reviewed literature of human resource practices and in-depth understanding for the theoretical implication on Job satisfaction. Literature shows that there have been several studies conducted globally focusing on HR practices and Job satisfaction. HR practices positively and significantly affect Job satisfaction. However, studies portraying the impact of human resource practices on Job satisfaction in Uganda‘s aviation sector have not yet received proper attention. The study was therefore filling the existing research gap.

## **2.7 Conceptual Framework**

This conceptual framework was designed following the Job Characteristics Theory (Oldham & Hackman, 2010) and two-factor theory of motivation (Herzberg et al., 1959). It concerned itself with HR practices and job satisfaction of employees within an organization towards job satisfaction (Nutakor, 2019).

Figure 1: This conceptual framework showing HR practices and job satisfaction of employees within an organization towards job satisfaction

**Dependent Variable (DV)**

**Job satisfaction**

**Independent Variable (IV)**

**HR Practices**

**Remunerations**

* Salaries
* Incentives
* Work Attitudes
* Work Involvement
* Work Commitment
* Job fulfilment

**Performance Evaluation**

* Performance evaluation indicators

**Promotion**

* Hierarchy levels
* Increased benefits

From the conceptual framework above, HR practices have a relationship with Job satisfaction. HR practices in the research study are include 3 variables which are: Remuneration, performance evaluation, **Promotion** on job satisfaction has 3 variables. These variables were selected to identify the current challenge of Job satisfaction of employees and devise means of addressing it. For this study, the researcher studied the above HR practices of; Remuneration Practices, Performance Evaluation Practices and **Promotion** Practices. Job satisfaction concepts and they were; work attitudes, work involvement, work commitment, and job fulfilment

# **CHAPTER 3:**

# **METHODOLOGY**

## **3.1 Introduction**

This chapter discussed the study methodology; it presented and described proposed techniques and approaches the student researcher would use to collect data and investigate the research problem. These included; research design, study population, sample size and selection, sampling techniques and procedures, data collection methods, data collection instruments. This chapter also described and discussed how the instruments would be tested for both validity and reliability. The methods that would support the researcher in collection of relevant and reliable data on human resource practices and job satisfaction at UCAA.

## **3.2 Research design**

A case study correlational design was adopted to have an in-depth understanding of human resource practices on job satisfaction aiming at establishing the relationship between human resource practices and job satisfaction among employees at Uganda Civil Aviation Authority. Results from this study can be generalizable and transferable to the other public aviation service in Uganda given the similarity in the nature of their operational structure. The purpose of this study design was to have all aspects of this study addressed. This enabled the researcher assess accurate validity and reliability of the study. The study design was executed using a mixed approach of both qualitative and quantitative techniques. This was because qualitative data helped in giving a detailed description of the information to be collected and the quantitative helped to statistically analyze, predict and control phenomenon of interest (Amin, 2005).

## **3.3 Area of Study/Geographical setting:**

The participants for this research were recruited from the customs, immigrations and security departments using purposive sampling, Entebbe International Airport through the Uganda Civil Aviation Authority Offices, Wakiso district, Uganda. Entebbe International Airport is the principal [international airport](https://en.wikipedia.org/wiki/International_airport) of [Uganda](https://en.wikipedia.org/wiki/Uganda). It is located about 6 kilometers southwest of the town of [Entebbe](https://en.wikipedia.org/wiki/Entebbe), on the northern shores of [Lake Victoria](https://en.wikipedia.org/wiki/Lake_Victoria). This is approximately 40 kilometers by road south-west of the central business district of [Kampala](https://en.wikipedia.org/wiki/Kampala), the capital and largest city of Uganda. It is the only international airport of Uganda. The headquarters of the [Civil Aviation Authority of Uganda](https://en.wikipedia.org/wiki/Civil_Aviation_Authority_of_Uganda) have been relocated to a new block off the airport highway, but adjacent to the airport terminals.

**3.4 Study population:**

This research study population constituted of the employees of the Uganda Civil Aviation Authority (UCAA). The study population constituted the UCAA employees. The total population at UCAA was 145. According to Hair & Bush (2006), target population refers to a specified group of people or object for which questions were asked or observed, made and developed required data structures and implementation. Our target population was 103 from the 145 total population of the research, and they were categorized into formal staff and informal staff. These include junior staff, support staff,administrators and senior management.

## **3.4 Sample size calculation and sample technique.**

The sample size studied was drawn from three (3) departments at UCAA and the respondents were the employees attached to those various departments. The category of the respondents included: the junior staff, senior management, Administrators, and support staff based at each of the chosen department. The selected category therefore provided for both qualitative and quantitative research designs used and the selected sample was easily accessible. Morgan and Krejcie (1970) table was adopted for this study guided the sample size for the study of 103. Thus, the total number of the sample size to 103 from a total population of 145 as illustrated in the table below. The study used purposive and simple random sampling techniques. Purposive sampling was used for those persons who made key human resource management practices decisions, specifically those in the human resource department and the senior management. This method was used because it was easy to use and presented readable data.

## **3.5 Research sample size respondents**

|  |  |  |  |
| --- | --- | --- | --- |
| **Category** | **Population(N)** | **Sample size(n)** | **Sampling technique** |
| Junior staff | 50 | 45 | Simple random sampling |
| Support staff | 50 | 30 | Simple random sampling |
| Administrators | 30 | 20 | purposive |
| Senior Management | 15 | 8 | purposive |
| **Total** | 145 | 103 |  |

Table 1: Research sample size respondents

**Source: Adopted from Krejcie & Morgan (1970) and modified by the student researcher.**

From the Table, the first, second, third and fourth column present the various categories, the population, the sample size of the respondents and the sampling techniques respectively. It included 103-targeted respondents that is junior staff, administrative and support staff and Senior Management as shown in the table above. These categories were sampled using purposive and simple random sampling. Purposive sampling is a technique in research where researchers purposely choose subjects who, in their opinion are relevant to the study project (Sarandakos, 2005, p.164). The key persons to be respondents were chosen because of their knowledge and expertise in the operations of UCAA. The other sampling technique employed in this study is the cluster sampling for the qualitative part of the study. Cluster sampling is a procedure in which the researcher chooses the study units progressively, beginning with clusters and moving to smaller groups within them before the final sampling units are considered (Sarandakos, 2005, p.160). In this case, therefore, the chosen departments were from the clusters into which the employees in those units were the respondents in the study.

## **3.6 Data Collection methods**

The researcher used different methods for this research to gather data used as a basis for inference, interpretation, explanation and prediction, (Cohen, Manion, & Morrison, 2007). Data collected primary data that is first-hand information obtained directly from individuals, while secondary data that is any information attained from elsewhere other than from individuals directly. Triangulation of both quantitative and qualitative data collection methods were used to facilitate a more accurate and comprehensive data. The following methods were used in data collection; questionnaires and interviews were the major methods for data collection.

### **3.6.1 Data collection methods.**

Primary data was the first-hand information that was collected directly from the sample of respondents that had been identified. Data was collected through methods such as; questionnaire and interview.

**Self-Administered Questionnaire survey method**

Self-administered questionnaires was designed and developed with support of a logical, systematic and structured approach that demonstrated the reliability and validity of the new and developing measure (Rattray and Jones 2007). A questionnaire was preferred because it is confidential thus authentic of information was gathered. A close-ended structured questionnaire was prepared, pretested and standardized.

**Face-to-Face Interview.**

Semi-structured interviews are the most widely used interviewing formats for qualitative research, (Seidman, 2006). The interview method was the most preferred for the study because it was very direct and physically observable. Body language, emotions, and psychological states were easily expressed and understood by the researcher. Interviews also helped to gain first-hand information and more experience over a short period of time, (Kothari, 2008).

The face-to-face interview were used to collect data from the given respondents, which enabled the researcher to generate in-depth information through probing.

## **3.7 Data Collection Instruments.**

The data collection instruments employed used a mixed method approach and these were; questionnaire and interview guides. Data collection instruments referred to the devices used to collect data, such as a paper questionnaire or computer assisted interviewing system (Kabir, 2016). The researcher employed a number of instruments in the collection of data, which included the Self-administered (Structured) Questionnaire and Interview guide

### **3.7.1 The self-administered questionnaire.**

According to Abawi (2013), a questionnaire is a data collection instrument consisting of series of questions and other prompts for the process of gathering information from respondents. Data was gathered using self-administered questionnaires to participants from the departments of interest for data collection with close–ended questions whereby respondents got a chance to tick appropriately (Bolarinwa, 2016). The questionnaire covered introduction, bio data of respondents, HR practices, employee engagement, staff training, organisation culture, Job satisfaction, marital satisfaction, efficiency, job preference.

### **3.7.2 Interview guide.**

The researcher used the interview guide with open-ended questions to collect views and opinions from respondents. While interviewing, a recorder was used to record all the necessary information that was useful in the study. The interviews supplemented questionnaire responses and was kept simple to save time and ensure good response rate. The interviews were used on program manager, departmental heads and coordinators to enable us ascertain the impact of HR practices on job satisfaction of employees of UCAA.

## **3.8 Data quality control.**

A suitable procedure was developed before data was gathered to ensure that instruments used guaranteed validity and reliability for accurate information.

### **3.8.1 Validity.**

The study adopted content validity, which was the degree to which data collected using particular instruments represents a specific domain of indicators or content of a particular concept. Validity is the accuracy and meaningfulness of inferences, which are based on research results. It is the degree to which results obtained from the analysis of the data actually represents the phenomenon understudy. Therefore, validity looks at how accurately represented are the variables of the study (Aila & Ombok, 2015; Bolarinwa, 2016).

To ensure content validity of instruments, the researcher constructed the instruments with all the items that measured variables of the study. The researcher consulted the supervisors and project expert for proper guidance after which the researcher pre-tested the instruments and after pre-testing, ambiguous questions removed or polished to remain with the finest data required. To test for the internal consistencies and accuracy of the questionnaire items used to measure the variables. Content validity ratio was used to calculate the Content Validity Index, using a formula

A coefficient of validity index (CVI) was computed using the formula below; CVI = N-ne N Where; N= Total number of Items, ne = Number of Items discarded A coefficient validity of above 0.5 and less than 1 was regarded as acceptable, (Bolarinwa, 2016).

### **3.8.2 Reliability Tests**

The study adopted Cronbach coefficient reliability test. Reliability refers to the measure of the degree to which research instruments yields consistent results after repeated trials (Bolarinwa, 2016; Okello et al., 2016). Cronbach’s alpha can be as a function of the number of test items and the average inter-correlation among the items (Bolarinwa, 2016).

In order to establish the reliability of the instrument, the researcher used the Cronbach‘s Coefficient Alpha (r) that was provided by Statistical Package for Social Sciences program of a computer. Using the formula: Y= K/K-1 (∑SDi2/ ∑SDt2): Where: Y = Reliability; K = Number of items of the instrument; ∑SDi2 = Sum of variance of individual questions; and ∑SDt2 = Variance of instrument, adopted from Amin (2005). According to Amin (2005), Cronbach coefficient Alpha for variables that greater than 0.7 are recommended to have validity.

## **3.9 Data processing.**

Processing data involved accuracy checks of the given answers and completeness of the questions. Emphasis was made to see that all questions are asked as set and the respondents provided all the required answers. Processing of data involved three main stages; sorting, coding and tabulation.

1. Sorting: data collected was scrutinized and edited for completeness, accuracy, uniformity and comprehensiveness. Errors were corrected immediately before leaving the respondents work place with the help of the respondents themselves.
2. Coding: answers to a particular question were classified into meaningful categories in order to bring out essential patterns. Coding was done by considering a number of answers given to a particular question and making answer categories.
3. Tabulation: This involved counting number of responses falling under each category of coded frames and record the totals in a table.

## **3.10 Data Analysis.**

According to Kothari (Kothari, 2004), data analysis is the computation of certain indices or measures along with searching for patterns of relationship that exist among data groups.

### **3.10.1 Quantitative data analysis.**

For Quantitative data, this was through establishing patterns, trends and relationships from gathered data as recommended. Data was gathered and edited carefully and meticulously to ensure that it is accurate, consistent and well arranged to facilitate entry into the computer. Then data was then analyzed using STATA software, data analysis software. Continuous data was summarized as median (Interquartile range) for skewed data, means (standard deviations) for normally distributed data, and categorical data was summarized as counts and percentages. The descriptive analysis done to draw interfaces about the population based on the data collected. We used Pearson correlation analysis to ascertain the Relationship between the dependent and independent variables (*Stata: Software for Statistics and Data Science*, n.d.).

### **3.10.2 Qualitative data analysis.**

For Qualitative Data, The researcher used Dedoose a mixed methods data management computer web application software program (*Home | Dedoose*, 2021.) to analyze the qualitative data which was then repeatedly sorted and reviewed to identify a broader set of concepts. The categories were constructed from this, more general set of concepts through assignments descriptive labels, formulation of operational definitions and selection of illustrative citations from the data. Once the categories were placed, they formed a basis for comparative analysis across phases and the intervention to identify similarities and differences in interview responses.

## **3.11 Ethical considerations**

Prior to study initiation, study procedures were sent to Nkumba University Research Ethics Committee and Uganda National Council of Science and Technology (UNCST) for approval. The study seeked a clearance and recommendation letter from the Dean of the School of Social Sciences. All these approvals were availed to the relevant authorities in Uganda Civil Aviation Authority.

**3.8 Dissemination of study findings**

Insights gained from this study were disseminated to the community authorities, policy makers, UCAA, and submitted for publication in a journal.

# **CHAPTER 4:**

# **RESULTS**

## **1.0 Introduction**

This chapter presents the main research findings of the study. As earlier noted in chapter three, the methodology strategy comprised of two research data collection tools: questionnaire and interview guides. The questionnaires were distributed to majority of the respondents in the 3 departments of customs, immigrations and security that were considered in the research. The interviews on the other hand were conducted among specific heads of departments and key officers in the Human Resources department and top senior Management. This chapter puts together all the findings computed using STATA and Dedoose presented using descriptive statistics, frequency tables, percentages and graphs in order to enable interpretation and also further discussions and analysis.

## **4.1 Response Rate**

Of the 103 questionnaires distributed and some interviews conducted by the researcher, 60 questionnaires were returned and 5 interviews completed. The total respondents were 65 and the response rate was 63%.

## **4.2 Social-Demographic Characteristics of the Respondents**

The data captured included age, gender, educational level and employment level

### **4.2.2 Demographics of the Respondents**

|  |  |
| --- | --- |
| **Characteristics** | **Statistics** |
| Gender | Male | 19(31.67%) |
| Female | 41(68.33%) |
| Mean Age | 40 Years |
| Marital status | Married | 38(63.33%) |
| Divorced | 10(16.67%) |
| Widowed | 5(8.33%) |
| Single | 7(11.67%) |
| Employment status | Junior staff | 35(58.33%) |
| Support staff | 10(16.67%) |
| Administrators | 10(16.67%) |
| Senior Management | 5(8.33%) |
| Level of Education | Certificate | 5(8.33%) |
| Diploma | 5(8.33%) |
| Degree | 30(50.00%) |
| Post graduate | 20(33.33%) |

Table 2: Other Social Demographics of the Respondents **Source: Researcher’s Primary Data**

Of the 60 respondents, 68.33% were females and the remaining 31.67% were males. The demographic data therefore shows that the majoring of the respondents were female owing to the minor percentage of the males. This finding then shows that there is a gender imbalance at Uganda Civil Aviation Authority (UCAA) evidenced by the double number of females. From the analysis, there is need for gender redistribution of the staff in the respective departments that were part of the study so that they are balanced up to embrace the human resource functions and eventual satisfaction at UCAA. The mean age was 40 Years with majority married 38(63.33%). The majority of the respondents were junior staff at 35(58.33%), this was followed by Support staff at 10(16.67%), Administrators at 10(16.67%) and then Senior Management at 5(8.33%).This therefore, shows that most of the employees at UCAA form up the Junior staff. This category forms up most of the employees in the different departments analyzed in the research study. The difference in response therefore show that the junior staff for whom the job satisfaction and human resource practices are intended to benefit and understand how the practices impact on the job satisfaction just like administrators and senior managers however much cannot be guaranteed for support staff. From the responses, 30(50.00%) held an educational level of a degree, 20(33.33%) held postgraduate and those with diplomas at 5(8.33%) tallied with the percentage of those with certificates at 5(8.33%). This therefore implies that most respondents had bachelor’s degrees followed by post graduates and are able to understand and effectively benefit from the Human Resources practices in a most positive way to attain or rather derive job satisfaction at UCAA. For this category of education level, the better the HR Practices the more they achieve their job satisfaction. From the above data, we note that the least number is from certificate who tally with diploma holders who form the most of the support staff. This meant that their level of employment is lowest and their work does not involve a lot of technical planning or brainwork but rather physical manual work. The later are in most cases excluded for the planning and consultations meetings in line with improving the HR and job satisfaction practices at the UCAA. However, low-level employees who form the most of the support staff (certificate and diploma holders) are satisfied by physical gains/ benefits like pay rise, bonuses and gifts.

## **4.3 Objective 1: Remunerations and Job Satisfaction of Employees at UCAA.**

### **4.3.1 Descriptive Analysis of Remuneration and Job Satisfaction of Employees at UCAA.**

This section presents findings from the first objective that assessed how the relationship between Remunerations and Job satisfaction of employees at UCAA. The responses were obtained in tables using a Likert scale that ranges from; 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1=Strongly Disagree. The respondents indicated their views on the remunerations as a practice of Human resource on job satisfaction at UCAA as shown in the table below.

Table 3: Respondents Views on Remunerations on Job Satisfaction

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Category | SD | D  | N  | A |  SA |
| I am satisfied with my take home pay. | 21.6% | 4.1% | 9.5% | 45.9% | 18.9%  |
| I am satisfied with my benefits package.  | 10.8% | 16.2% | 14% | 13.5% | 44.6% |
| I am satisfied with my recent increase in salary. |  10.8% | 2.7% | 40.5% | 39.8% | 8.1% |
| I am satisfied with commission payments | 13.5% | 8.1% | 12.2% | 28.4% | 37.8% |
| I am satisfied with my salary bonuses | 9.5% | 14.9% | 18.9% | 29.7% | 27.0% |

**Source: Researcher’s Primary Data**

**Key: SA= Strongly Agree, A= Agree, N= Neutral, D= Disagree and SD= Strongly Disagree**

For the above tabular data, respondents were asked a set of five (5) questions to examine remunerations on their job satisfaction. Question 1 was directed to know if they were satisfied with their take home pay and majority of the respondents 64.8% agreed to it, 25.7% disagreed, 9.5% were neutral, and. This therefore, tells us that the home pay offered to the employees at various levels enhanced job satisfaction at work since the majority of the respondents agreed to it.

Question 2 was directed to know if the benefits package for the employees done on merit and satisfactory. From the responses obtained, 58.1% agreed that the benefits package was satisfactory, 27% disagreed, and 14%were neutral. From this analysis therefore, we can tell that the benefit package at UCAA was fairly executed.

This finding was consistent with a reaction obtained during the interviews, which further supported the agreement above as captured from respondent 1: “At *the UCAA, senior management advocate for equal benefit packages regardless of gender and once it is clearly presented spelt out. All workers are encouraged to work hard for the betterment of the authority and the benefit package is usually good (****Female, 35 years****)”.*

Following such responses, it is clear that a good benefit package is given was satisfactory. This actually encourages employees within the Authority to become more confident in securing new positions within the company, perform well and feel satisfied with their jobs because of a good competitive benefits package.

Question 3 was directed to know if the recent increase in salary was satisfactory. From the responses obtained, 47.9% were in complete agreement and very much satisfied with increase in salary, 40.5% were neutral13.5% disagreed that the salary increment was satisfactory. Findings from this analysis show that majority of the employees are happy with the fairness employed during the salary increment process. In addition, this further justified by a statement made during the interview as one respondent said; *“salary increment is one of the rewards we benefit from the remuneration system at the Aviation Authority. Many of the employees are given a good salary and from time to time there is an increment at UCAA.”*

From such responses, it is clear that a good salary is important and it is given with fair considerations to employees who deserve a salary increment. This therefore means that salary increment positively influence the employees’ job satisfaction.

Question 4 was directed to know if the commission payment for the employees done on merit and satisfactory. From the responses obtained, 66.2% agreed that the commission payments were satisfactory, 21.6% disagreed and 12.2% were neutral. From this analysis therefore, we can tell that the commission payments at UCAA were satisfactory. This further reveals that commission-based pay largely contributes to motivations in meeting targets at work places and thus commission pay is form of motivation adopted by UCAA to remunerate staff, which is essential to their employee job satisfaction, work performance and retention.

Question 5 was directed to know if the salary bonuses were satisfactory. From the responses obtained, 56.7%agreed that the salary bonuses was satisfactory, 24.4% disagreed and 18.9%were neutral. From this analysis therefore, salary bonuses at UCAA are satisfactory which is in agreement with majority of the respondents. Following the analysis, findings show that salary bonuses could potentially boost morale and ensure employee feel rewarded and appreciated and thus improve job satisfaction at work places.

### **4.3.2 Correlation Analysis to Examine the Relationship of Remuneration on Job Satisfaction of Employees at UCAA.**

Pearson correlation was employed to test the hypothesis to determine the significance of relationship between Remuneration and Job Satisfaction of employees at UCAA.

Table 4: Correlation Analysis to examine the relationship of Remuneration andJob Satisfaction of employees at UCAA.

|  |
| --- |
| Pearson Correlation analysis |
|  | I am satisfied with my take home pay. | My job take home pay has improved my work input and motivation  |
| Remuneration; I am satisfied with my take home pay. | Pearson Correlation | 1 | .320\*\* |
| Sig.(2tailed) |  | .003 |
| N | 60 | 60 |
| Job Satisfaction; My job take home pay has improved my work input and motivation  | Pearson Correlation | .320\*\* | 1  |
| Sig.(2tailed) | .003 |  |
| N | 60 | 60 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed) |

**Source: Researcher’s Primary Data**

The above results show a statistically weak positive relationship between remuneration and job satisfaction (p =.003, .320\*\*).This therefore, implies that Remunerations in whatever form had avery minimal impact on job satisfaction of the employees. This therefore, implies that remunerations have a positive impact on job satisfaction of the employees.As most of them noted that, a good take-home pay, commission payments, benefits package and salary bonuses made them satisfied with their work. However, the magnitude at which the previously mentioned would cause satisfaction is low. Hence, we can conclude that there is a positive yet low impact of remunerations on Job Satisfaction.

## **4.4 Objective 2: Performance Evaluation and Job Satisfaction of Employees at UCAA.**

### **4.4.1 Descriptive Analysis of Performance and Job Satisfaction among Employees at UCAA.**

Descriptive Results on Performance evaluation on job satisfaction. In regards to this study, the respondents were tested on the impacts of performance evaluation on job satisfaction. The responses were obtained in tables using a Likert scale that ranges from; 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1=Strongly Disagree. The respondents indicated their views on the performance evaluation practices on job satisfaction at UCAA as shown in the table below.

Table 5: respondents’ views on performance on job satisfaction

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Category | SD | D  | N  | A |  SA |
| Every employee is availed with a copy of the performance evaluation indicators.  |  20.3% |  16.2% |  20.3% |  35.1% | 8.1% |
| I understand the strategic objectives of the organization. |  5.4% |  6.8% |  24.3% |  51.4% |  12.2% |
| The performance evaluation measures are realistic with measurable targets. | 4.1%  | 6.8%  | 27.0%  | 50.0%  | 12.2% |
| The performance evaluation used is suitable for the employees’ job description.  | 13.5% | 8.1% | 12.2% | 28.4% | 37.8% |

**Source: Researcher’s Primary Data**

**Key: SA= Strongly Agree, A= Agree, N= Neutral, D= Disagree and SD= Strongly Disagree**

According to the above table, respondents were asked several performance evaluation questions concerning job satisfaction. Of the 60 responses obtained, 43.2% agreed to having copies of their performance evaluation indicators, 36.5% disagreed and 20.3% were neutral on having been given copies of their Performance evaluation indicators. This statistical analysis, therefore, shows that majority of the respondent were given copies of their performance evaluation indicators that guide them during the performance of the jobs. It then implies that availed performance evaluation indicators to the employee made them aware of the performance areas and targets thus positively influencing their job satisfaction. This further supported by the respondents quote *“We did receive performance evaluation indicator and targets to meet and almost monthly we are evaluated by different teams (Female, 46 years).*”

Following this, performance evaluation is carried out at UCAA and this possibly has everything to do with the implementation and management of the employee performance at UCAA and potentially influences job satisfaction.

Table 5 further shows that 63.6% of the respondents agreed that they understood the strategic objectives of the organization, 24.3% were neutral and 12.2%disagreed. This statistical representation clearly shows us that performance evaluation indicators for the various jobs at the Aviation Authority are very suitable, clear and fit the duty of the employee. Since the majority of the respondent agree that the performance evaluation indicators are suitable and befit their job description, this means that the employees are comfortable thus, that brings about their job satisfaction.

Another question asked if the performance evaluation measures are realistic with measurable targets and out of 60 respondents, 62.2% of them agreed to the performance evaluation measures being realistic and with measurable targets, 27.0% were neutral and 10.9% disagreed. This representation therefore shows that the majority of the respondents agree with performance evaluation measures are realistic with measurable targets. Performance evaluation and meeting measure targets is very important to employee and Authority growth because these targets processes offered can be indispensable and influence job satisfaction at work.

Another question was asked to find out if the performance evaluation used was suitable for the employees’ job description and out of 60 respondents, 66.2% of them agreed to the performance evaluation used, and its suitability for the employees’ job description, 21.6% disagreed and 12.2% were neutral. However, there was another contradicting response from another respondent; she said, *“Personally I have never seen any performance evaluation tool or process being used in UCAA (****Female, 35 years****)”*

This representation therefore shows that the majority of the respondents agreed that performance evaluation used was suitable for the employees’ job description regardless of gender at UCAA. Following the findings, providing employees with regular evaluations tied transparently to the job description contributes to positive engagement, which increases productivity, reduces absenteeism and influences job satisfaction overall.

### **4.4.2 Correlation Analysis to Examine the Relationship of Performance Evaluation on Job Satisfaction of Employees at UCAA.**

In order to determine the significance of the relationship between Performance evaluation and job satisfaction at UCAA, Pearson Correlation was used.

Table 6: Correlation Analysis to examine the relationship of performance evaluation on Job Satisfaction of employees at UCAA.

|  |
| --- |
| Pearson Correlation analysis |
|  | Performance Evaluation: The performance indicators used are suitable for the employee's job description | Job Satisfaction My job design is suitable for the performance of my duties |
| Performance evaluation: The performance evaluation indicators used are suitable for the employee's job description | Pearson Correlation | 1 | .105\*\* |
| Sig.(2tailed) |  | .374 |
| N | 60 | 60 |
| Job Satisfaction: My job design is suitable for the performance of my duties | Pearson Correlation | .105\*\* | 1  |
| Sig.(2tailed) | .374 |  |
| N | 60 | 60 |

**Source: Researcher’s Primary Data**

The results above in table, indicate a statistically weak positive relationship between performance evaluation and job satisfaction (p= .374, .105\*\*).This therefore, implies that performance evaluation has a minor impact on job satisfaction. In other words, the performance evaluation practices are availed and done with the majority of the respondents agreeing to it. However, the magnitude to which the Performance practices influences Job Satisfaction is low.

## **4.5 Objective 3: Promotion and Job Satisfaction of Employees at UCAA.**

### **4.5.1 Descriptive Analysis of Promotion and Job Satisfaction among Employees at UCAA.**

Descriptive Results of promotions on job satisfaction. In regards to this study, the respondents were tested on the impacts of promotion on job satisfaction. The responses were obtained in tables using a Likert scale that ranges from; 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1=Strongly Disagree. The respondents indicated their views on the promotion practices on job satisfaction at UCAA as shown in the table below.

Table 7: Respondents views of promotion on job satisfaction

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Category | SD | D  | N  | A |  SA |
| Do you think the organization has fair policies for promotion for employees? | 13.5% | 8.1% | 12.2% | 28.4%  | 37.8% |
| My manager understands a healthy balance between work life and personal life even after promotion. | 14.9% | 9.5% | 18.9% | 29.7% | 27.0% |
| My benefits increased after promotion | 10.5% | 26.0% | 18.9% | 29.7% | 14.9% |

**Source: Researcher’s Primary Data**

**Key: SA= Strongly Agree, A= Agree, N= Neutral, D= Disagree and SD= Strongly Disagree**

According to the above table, respondents were asked promotion concerning job satisfaction. Of the 60 responses obtained, 66.2% agreed that the organization has fair policies for promotion for employees, 12.2%were neutral, and 21.6% of the respondent disagreed. In addition, respondents were asked if their managers understood a healthy balance between work life and personal life even after promotion, 56.7% respondents agreed, 18.9% were neutral and 24.4%disagreed. Furthermore, an inquiry was made about increase in benefits after promotion and 44.6% respondents agreed, 18.9% were neutral and 36.5% disagreed. This statistical analysis, therefore, shows that majority of the respondent were okay with the promotion rewards of their jobs thuspositively influencing their job satisfaction. Finding from this table ascertain that promotions increase job satisfaction, because it shows individual growth and employees who believe a promotion is possible in most circumstances usually report higher job satisfaction

### **4.4.2 Correlation Analysis to Examine the Relationship of Promotion on Job Satisfaction of Employees at UCAA.**

In order to determine the significance of the relationship between promotion and job satisfaction at UCAA, Pearson Correlation was used.

Table 8: Correlation Analysis to examine the relationship of promotion on Job Satisfaction of employees at UCAA.

|  |
| --- |
| Pearson Correlation analysis |
|  | Promotion: the organization has fair policies for promotion for employees | Job Satisfaction: My job promotion has been due to fairness in the promotion policies of the organisation |
| Promotion: the organization has fair policies for promotion for employees | Pearson Correlation | 1 | .512\*\* |
| Sig.(2tailed) |  | .077 |
| N | 60 | 60 |
| Job Satisfaction: My job promotion has been due to fairness in the promotion policies of the organisation.  | Pearson Correlation | .512\*\* | 1  |
| Sig.(2tailed) | .077 |  |
| N | 60 | 60 |

**Source: Researcher’s Primary Data**

The above results in the table indicates that there is a statistically positive yet weak coefficient relationship between promotion and Job Satisfaction (p=.077, .512\*\*). Since the level is greater than the standard 0.05 level of significance, it then means that promotionhas a low yet positive impact on Job Satisfaction at UCAA. From the above discussions, the Promotion practices have been practiced at UCAA although not effectively done to enable some of the employees derive complete job satisfaction.

## **4.6 Respondents’ Views on Job Satisfaction**

This section covers responses received from various questions asked on job satisfaction at Uganda Civil Aviation Authority. The responses were obtained in tables using a Likert scale that ranges from; 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1=Strongly Disagree. The respondents indicated their views on the performance evaluation a practice of Human resource on job satisfaction at UCAA as shown in the table below.

Table 9: Respondents’ Views on Job Satisfaction

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Category | SD | D | N |  A | SA |
|  I feel valued for my contributions. | 14.9% | 21.6% | 16.2% | 40.5% | 6.8% |
| **My superiors communicate company news effectively and in a timely manner.** | 12.2% | 4.1% | 24.3% | 24.3% | 35.1% |
| **Management is invested in the success of the team.** | 14.9% | 12.2% | 29.7% | 36.5% | 6.8% |
| **My work load is enough** | 2.7% | 23.0% | 24.3% | 28.4% | 21.6% |
| **I enjoy my work**  | 24.3% | 28.4% | 21.6% | 23.0% | 2.7% |
| **My company offer opportunities for promotions and career development.** | 10.8% | 14.9% | 16.2% | 47.3% | 10.8% |
| **My job responsibilities are clearly defined (No role Conflict).** | 18.9% | 1.4% | 29.7% | 25.7% | 24.3% |
| **My job utilizes my skills and abilities as much as it could.** | 1.4% | 16.2% | 23.0% | 45.9% | 13.5% |
| **I am happy my work.** | 21.6% | 40.5% | 24.3% | 12.2% | 1.4% |

**Source: Researcher’s Primary Data**

**Key: SA= Strongly Agree, A= Agree, N= Neutral, D= Disagree and SD= Strongly Disagree**

The respondents were asked to rate a total number of nine questions to find out about the satisfaction while at work. As in the table above, 47.3%of the respondents agreed that they feel valued doing their jobs at UCAA, 16.2% were neutral and 36.5% disagreed. This statistical representation shows that the majority of the respondents feel valued at their job and with the HR practices at work; however, a significant number of 36.5% disagrees with the question. This shows a mixed reaction from the employees at the UCAA. A further inquiry into whether the employees are satisfied with their **superiors communicating in a timely manner** revealed that 59.4% of the respondents agree with the statement, 24.3%were neutral and 16.3%were in disagreement. This indicated that most of the employees are satisfied with the way the **superiors effectively communication and share news or information in a timely manner** at UCAA.

It should be noted that 43.3% of the respondents noted that **Management is invested in the success of the team,** 29.7% were neutral while 27.1% of the respondents disagreed. All the above tested questions therefore illustrate that employee’s feel valued at their jobs and work of place leading their satisfaction at work. The table also shows views of the respondents on their **workload** at the work place, 50% of the respondents agreed that their workload was enough, 24.3% of the respondents were neutral while 25.7% of them disagreed. The respondents were further asked if the **company offered opportunities for promotions and career development,** 58.1% of the respondents agreed, 16.2%of the respondents were neutral while 25.7% disagreed. In regards to **job responsibilities and their clear definition,** 50% of the respondents agreed, 29.7% of them were neutral while 20.3% disagreed. This analysis clearly shows us that most of the respondents satisfied with their **job responsibilities at UCAA**.

The respondents were asked to indicate whether **their job utilizes my skills and abilities as much as it could.** From the table above therefore, only 59.4% of the respondents agreed at they are thoroughly utilised, 23.0% were neutral and 17.6% of the respondents disagreed. From the table above, respondents were asked whether they **enjoyed their work**, 52.7% disagreed, 21.6% of the respondents were neutral and 25.7% of the respondents agreed. Still from table above, respondents were asked if their **happy my work.**13.6 agreed to this, 24.3%of the respondents were neutral and 62.1% of them disagreed. This clearly illustrates that actively making employees happy at UCAA is still a challenge as many of the respondents disagreed to being happy. The above findings give a mix reaction of how the employees at the UCAA achieve their job satisfaction while at work

## **4.7Conclusion**

This chapter has presented a thorough analysis of the study’s main findings. The findings indicate that all the three factors; remuneration, performance evaluation and promotion have a positive impact and relationship to Job Satisfaction of employees at UCAA. The findings also have shown practices or different elements that make employees satisfied and those that do not contribute to the employees’ satisfaction while at the UCAA.

# **CHAPTER 5: DISCUSSION, CONCLUSION, RECOMMENDATIONS AND LIMITATIONS.**

## **5.0 Introduction**

This chapter presents a summary of the study’s findings, sets forth conclusions and recommendations for the effects of the findings and prompts further research.

## **5.1 Summary of the Study**

This study was aimed at examining the impact of Human Resources practices on job satisfaction: a case study of employees at Uganda Civil Aviation Authority. The study examined only three of the Human Resources practices out of the many practices at UCAA. The study was then guided by a set of three research objectives that covered the independent variables as; Remuneration, performance evaluation indicators and Promotions while the dependent variable was job satisfaction. The study was also based on a total number of 103 respondents who were approached both by use of questionnaires and interviews as methods of data collection. Only 60 responses were obtained for questionnaires and analyzed using percentages and correlations to determine the relationship between the dependent and independent variables.

## **5.2 Discussions of Findings**

In this section, the key findings were discussed following the order of the research objectives.

### **5.2.1 Remuneration and Job Satisfaction**

This objective in the study was to examine the relationship between remuneration and job satisfaction among employees at UCAA. The objective among the sample population found out that remunerations are critical to the job satisfaction of employees at UCAA, with 64.8% of the respondents agreeing that they are satisfied with their take-home pay. 58.1% of the respondents agreed and showed satisfaction with their benefit packages and a bigger percentage of the respondents were satisfied with their commission payments 66.2% as well 56.7%agreed that the salary bonuses were satisfactory. This is consistent with previous researches, which show that remunerations are predictors of job satisfaction in a work place (Bakotić, 2016; Kim et al., 2021). Previous studies showed that people are more satisfied with remunerations. The researcher also concurs with the above scholars in a way that if the inner wants/desires of an employee are met, then his/ her actions toward work are also changed for the best. The study findings also show that remunerations such as; good take home pay, benefit package , commission payments and salary bonuses provided at UCAA play a role in motivating employees as seen from the responses above.

However, there were views from the minority percentage who also shared inadequacy or stayed neutral in the redistribution of some remuneration practices, which leaves them unsatisfied. Most Remunerations attached to the financial or physical gains; need to critically be handled by institutions for its dependence is on how fairly they are managed. The researcher therefore agrees that if the pay structures are not adequate to provide for the employees needs then it lead to dissatisfaction. Especially the financial aspect that is the pay/ remunerations, wages, salaries, allowances and bonuses if not well administered, may shutter all other remunerations that bring about job satisfaction of employees. It also concurs with previous researchers who implied that rewards offered by employers significantly improves an employee’s motivation towards their work and subsequently builds job satisfaction(Boye Kuranchie-Mensah and Amponsah-Tawiah, 2016; Dartey-Baah, 2010).

### **5.2.2 Performance Evaluation and Job Satisfaction**

This second objective sought to examine the relationship between Performance Evaluation on Job Satisfaction at UCAA. The results show that the Performance Evaluation aspect that was used during the study was performance evaluation indicators known by the employees and being implemented at UCAA. However, the findings from the study also show there is a low positive impact of Performance Evaluation on Job Satisfaction of employees. In the researcher’s view, this could be stemming right from the implementation and management of the employee performance at UCAA. For instance, some respondents in the interview “claimed” to have no idea that a performance evaluation tool/ process existed. From the researcher’s view, the impact of Performance Evaluation on Job Satisfaction at UCAA is also less significant due to the attitude, values and perceptions that both the employees and employers attach to the processes of performance Evaluation. Both the employees and employers at UCAA seem not to attach any importance to performance Evaluation but rather do it as a requirement of the work place policies. Previous researchers also concluded that job satisfaction shows a negligible relationship with job performance and this is in agreement with the research findings(Iaffaldano, 1985.; Rafferty and Griffin, 2009).

### **5.2.3 Promotion and Job Satisfaction**

This third objective sought to examine the relationship between promotions on Job Satisfaction at UCAA. The results show that the promotion aspect used during the study known by the employees and being implemented at UCAA. However, the findings from the study also show there is a low positive impact of promotion on Job Satisfaction of employees. In the researcher’s view, this could be stemming from the benefits that come with promotion at UCAA. From the researcher’s view, the impact of promotion on Job Satisfaction at UCAA is also less significant due to the attitude and values attached to the promotion processes. Previous studies show that job satisfaction shows a negligible relationship with promotion and this is in agreement with the research findings(Boye Kuranchie-Mensah and Amponsah-Tawiah, 2016; Lucht, 2016).

## **5.3 Conclusions**

 From the data collected as well as the discussions above, the following conclusion were derived at for each of the three objectives that focused to examine the impact of HR practices on job satisfaction among employees at UCAA.

### **5.3.1 Remuneration on job satisfaction**

Findings from this objective sought to examine the relationship between remuneration and job satisfaction among employees at UCAA. This was in agreement with the literature reviewed especially those relating to remuneration. Findings show that Remuneration had a significant positive influence on job satisfaction of employees at UCAA. This therefore implies that Remunerations have a huge influence on job satisfaction. However, in as much as there is fairness in remuneration. There is need to increase the level of employee satisfaction, Moreover, financial benefits and opportunities, decision-making participation and job security should be perfectly maintained for the employees in the Aviation Industry for a sustainable job environment.

### **5.3.2 Performance Evaluation**

This second objective noted that performance evaluation being practiced at UCAA. However, the research findings found that there no significant importance attached by both the employees and the employers. It is determined from the study that there was a low positive relationship between performance evaluation and job satisfaction significantly correlated with the performance. Nevertheless, evaluation measures are implemented at UCAA. This therefore implies that the employees performances are not monitored thus are unable to know whether they are doing what is required of them. Furthermore, this could potentially conclude that employees are more challenged and may be among the dissatisfied employees. In the end, this may affect the organization’s general performance. The researcher’s recommends the UCAA management to design the best-fit performance evaluation system, which is fairly administered to enable performance monitoring and improved employee performances. In this way, employees are able to show how their performance contributes to the overall organizational performance and achievements. In cases of low/under performances, measures are taken to support these employees to improve on their individual performances thus bring about job satisfaction.

### **5.3.3 Promotion**

This third objective noted that promotion practices are being practiced at UCAA. However, the research findings found that there no significant importance attached by both the employees and the employers about promotions. Overall, the Pearson Correlations value was explained that there was a low positive relationship between promotion and Job Satisfaction at UCAA. This therefore implies that the set promotion benefits are implemented at UCAA are not sufficient to motivate employees. This could be due to discriminatory factors and is usually reflected in subtle forms of discrimination that arise from widespread beliefs, held by both men and women, that junior staff or support staff are less able managers. This stereotype, when held by the staff managers, will diminish their authority in front of subordinates. The researcher’s recommends the UCAA management improves on the benefits and apply the same fairness when dealing with employees for motivation. In this way, employees are able to show the eagerness for top positions and be motivated to contribute to the overall organizational performance and achievements.

## **5.4 Recommendations**

In regards to the above research findings of the study, the following recommendations are presented to maximize the positive impacts of HR practices on job satisfaction at UCAA.

### **5.4.1 Remunerationand Job Satisfaction**

The employers should know the prime remuneration motivator is the salary/ wage an employee gets after offering service. The researcher recommends that UCAA to adopt a standardized salary scales and to implement a fixed payroll. This in a way motivates the employees and makes them satisfied with their work.

### **5.4.2 Performance Evaluation and Job Satisfaction**

Since the perceptions, values and attributes that both the employees and employers attach to the HR practice of Performance evaluation greatly contributes to the benefit it brings to both parties then the respective implementers should educate the employees on the benefits of Performance Evaluation. The researcher therefore, recommends that the HR Department at UCAA to carry out training sessions and several meeting to create awareness on performance evaluation, as well as organizing continuous professional education programs at UCAA to teach the employees about evaluation indicators and the importance of performance feedback and their contribution to the overall Authority growth. The researcher also recommends implementation of standards for the access of employees to capacity building training based on their job requirement and their ability to take advantage of such programs. This in a way motivates the employees and makes them satisfied with their work.

### **5.4.2 Promotion and Job Satisfaction**

Since the employees’ values and attitude greatly contributes to the benefit, it brings to both parties then the respective implementers should increase on the benefits of promotions and be fair in distribution of the benefits regardless of gender. The researcher therefore, recommends that an initiative of fairness in promotion benefits be carried out in all departments regardless by the employers. The researcher also recommends support to the employees by eliminating gender discrimination and provide a secure work environment free of gender bias to establish a transparent employment procedure that prioritizes the merit of the employees.

## **5.5 Limitations**

It should be noted that the researcher had limited time to carry out the research thus affecting the sample size. The research had a sample population of 80; however, it was only able to obtain responses of only 60. Due to the very busy schedules of UCAA employees, most of the unreached sample population were a way in the field, others on leave, some of them had gone for studies and all these factors made it impossible to reach all the sample population.

## **5.6 Area for Future Research**

Future research should be done in the following areas;

1. The impact of Pay Structures on the employee motivation at UCAA and other formal sectors.
2. Influence of Performance Evaluation on Job Satisfaction of Employees at UCAA and other formal sectors using a larger sample size.

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## **APPENDICES**

### **Work plan**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Activities | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr |
| Concept drafting and proposal writing. |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Bi-Monthly reports. |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ethical reviews and consideration |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Data collection between and presentations to the school |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Data analysis |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Dissemination of findings  |  |  |  |  |  |  |  |  |  |  |  |  |  |

Table 10: Showing the work plan

### Budget

|  |  |  |  |
| --- | --- | --- | --- |
| **Total amount**  |   | **USD** | **USD** |
| **Item** | **Quantity** | **Unit cost** | **Amount** |
|  **PARTICIPANTS RELATED COSTS** |  |  |  |
| **a. Stationery**  |  |  |  |
| Box files | 5 | 2 | 8 |
| Notebooks | 5 | 1 | 5 |
| Pens  | 5 | 1 | 5 |
| Printing and photocopy |  | 20 | 20 |
|   |  |  | 38 |
| **b. Approvals** |  |  |  |
| UNCST | 1 | 300 | 300 |
| **c. COMMUNICATION** |  |  |  |
| Internet modem | 1 | Present | - |
| Phone Airtime | 1 | 50 | 50 |
| **d. Equipment** |  |  |  |
| Recorder | Available | - |  |
| **TOTAL FOR ALL ACTIVITIES** |  |  | **426** |
| **GRAND TOTAL** |  |  | **426** |

Table 11: showing Budget