

**JOB SATISFACTION AND PERFORMANCE OF EMPLOYEES IN  
IN AN ORGANISATION  
CASE OF UNICEF UGANDA**

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## DECLARATION

I, **KEMIGISA CAROLYN**, declares that the work contained in this report is my own and has not been presented to any university or institution for any academic award.

Signed.....

**KEMIGISA CAROLYN**

Date.....26<sup>th</sup> / 09 / 08.....

Signed .....

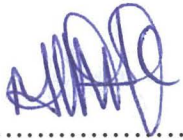
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### APPROVAL

This research by **KEMIGISA CAROLYN** titled Job satisfaction and performance of employees in an Organization: A case of UNICEF (Uganda) is submitted for Examinations my approval as the University supervisor.



Signed.....

Christopher Muganga

## DEDICATION

This piece of work is dedicated to my Dear Parents Mr. Asa. T. Wamara and Edith Wamara

## **ACKNOWLEDGEMENTS**

This work was possible due to the contribution of many people whose help and cooperation I am bound to acknowledge with full indebtedness.

I thank my supervisor Mr. **MUGANGA** Christopher for the ideas and professional advice shared throughout the research period. The quality of this work is largely the fruit of his guidance and support.

I sincerely appreciate the devotion with which the staff of UNICEF (UGANDA) provided vital data that made it possible for me to carry out my research and produce this report.

Also special tribute or compliment goes to my dad Mr. Asa Wamara and mum Edith Mamara, my sisters, brothers and other friends for being so helpful to me in terms of finance, morale and all that I needed.

Thank you for all your support.

**MAY THE ALMIGHTY GOD BLESS YOU ALL!**

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## ABSTRACT

This report is an outcome of a research project assessing the level of satisfaction and performance of employees working with the multinational enterprises, case of **UNICEF UGANDA**.

In order to attain this goal, stratified sampling and quantitative methods were used. A questionnaire was administered to collect views from 36 **UNICEF** employees.

Data were presented in the form of tabular summaries. The study revealed that:

- The level of job satisfaction in **UNICEF** Uganda is high
- Factors enhancing job satisfaction in **UNICEF** Uganda are those controlled by management
- There is a relationship between job satisfaction and performance these findings may help improve human resource management in **UNICEF** and similar organizations.



## GENERAL INTRODUCTION

### 1.1. INTRODUCTION

This research is about job satisfaction and performance of employees, a case study of UNICEF. The researcher was prompted by the fact that employees had persistently complained about underutilization of their skills due to lack of job satisfaction. The research is intended to help organizations design jobs properly in a bid to improve employees' morale and boost their performance.

### 1.2. BACKGROUND TO THE STUDY

Job satisfaction is one of the most important factors that enhance high level of employees' performance in the company.

UNICEF is an organization that was created by the United Nations General Assembly in 1946, as a temporary measure to help the children of Europe immediately after the Second World War. The UNICEF mandate is to help protect the lives of children and promote their development and welfare. The United Nations children fund works with government in 144 countries to help meet the essential needs of children.

Business organizations worldwide can only operate successfully when there is proper management of resources. Most international companies agree on the importance of having proper management of key resources.

The need for qualified people is crucial, any company has to determine its human resources needs, hire people to meet those needs, motivate them to

Perform well and upgrade their skills so that they can achieve the objectives of the organization. (Daniel, 2003).

Although employees' performance is determined by many factors like motivation, job security, work conditions, job satisfaction is the most important factor because of its relevance to the physical and mental well-being of human resources and the implication for job behaviors such as a high productivity, efficiency, absenteeism and turnover.

If management is to achieve higher levels effort, they have to put in place a mechanism that will make employees satisfied with their work.

It is important that job satisfaction be given importance. The lack of job satisfaction is prevalent in many companies and UNICEF has been affected. This research will help in discovering new managerial strategies that will achieve higher level of performance among employees in UNICEF through designing jobs that will help employees utilize their full potential. This issue has necessitated the need for research.

### **1.3. STATEMENT OF THE PROBLEM**

The issue of job satisfaction presents one of the greatest challenges to organizational performance. This problem appears to be common in multinational organizations and UNICEF is not exceptional. Despite management's effort to help the worker force utilize their potential, the problem has remained persistent necessitating the need for research.

## **1.4. OBJECTIVES OF THE STUDY**

### **1.4.1. General objective**

To examine the impact of job satisfaction on employees' performance.

### **1.4.2. Specific objectives.**

- ❖ To establish the level of job satisfaction among employees in UNICEF
- ❖ To identify the factors of job satisfaction in UNICEF
- ❖ Examine the relationship between job satisfaction and performance of employees in UNICEF.

## **1.5. RESEARCH QUESTIONS.**

1. What is the level of satisfaction of employees in UNICEF?
2. What are the factors of employees' satisfaction in UNICEF?
3. What is the relationship between satisfaction and performance of employees in UNICEF?

## **1.6. THE SCOPE OF THE STUDY**

This study was carried out in KAMPALA, in an international organization dealing with women and children in need known as UNICEF.

The study focused on job satisfaction and performance of employees working in the UNICEF. The target people were the UNICEF' employees and managers located in Kampala. The study was carried out between 2003-2005.

## **1.7. SIGNIFICANCE/JUSTIFICATION OF THE STUDY**

This research seeks to establish the level of satisfaction of employees who work with **UNICEF** in **UGANDA**, and the relationship between job satisfaction and employees' performance. This will help **UNICEF** in designing jobs that help employees utilize their full potential.

Policy makers in **UNICEF** and other relevant bodies would use findings of this study in planning and setting up suitable policies that would promote satisfaction and performance of employees.

## **1.8. DEFINITION OF KEY TERMS**

Multinational enterprise: According to Mr. Pearce R.D (2001), Multinational enterprise is a firm that owns or controls value-adding activities in two or more countries. There must be control or ownership of value-adding activities not just any activities. Ownership is the highest form of control.

A job: a job is a task, duty, chore, position; occupation; or work unit assigned by an organization to one individual to be performed routinely or respectively on an hourly, weekly, monthly or annual basis in return for wages.

Job satisfaction: the term job satisfaction was brought to limelight by hop pock (1935). He reviewed 32 studies on job satisfaction conducted prior to 1933 and observed that job satisfaction is a combination of psychological; physiological and environmental circumstances that cause a person to say" am satisfied with

my job”. Perhaps, one way to define job satisfaction may be to say that it is the end state of feeling. Job satisfaction is an individual feeling that could be caused by a variety of factors including group. Job satisfaction can also refer to a general attitude towards work by an individual worker.

Job satisfaction can also be defined as the “pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values (Subba Rao, 2001).

Performance can be defined as how well or badly someone does something. It is also defined as how well or badly an employee works in a certain organization.

There are some factors that Subba Rao did not consider and in this study I concentrated on a number of them including length of employment, work duration, education level.

### **2.3. MOTIVATION, ATTITUDE AND JOB SATISFACTION**

Motivation implies the willingness to work or produce. A person may be talented and equipped with all kinds of abilities and skills but may have no will to work. Satisfaction on the other hand, implies a positive emotional state that may be totally unrelated productivity. Similarly, the terms job attitude and job satisfaction are used interchangeably. However, a closer analysis may reveal that perhaps, they measure two different anchor points.

Attitudes are predispositions that make the individual behave in a characteristic way across situations. They are precursors to behavior and determine its intensity and direction.

Job satisfaction on the other hand is an end-state of feeling that may influence subsequent behavior. In this respect, job attitudes and job satisfaction may have something in common. However, if we freeze behavior, attitude would initiate it while job satisfaction would result from it..

### **2.4. MORALE AND JOB SATISFACTION**

Seashore (1954) concluded that there is no definition of morale. It is a condition that exists in a context where people are motivated towards high productivity; want to remain with organization; act effectively in crisis; accept necessary changes without resentment

or resistance; actually promote the interest of the organization, and are satisfied with their jobs.

According to this description of morale, job satisfaction is an important dimension of morale and not morale itself.

Morale is a general attitude of the worker and relates to group while job satisfactions an individual feeling, which could be caused by a variety of factors including group. Sinha (1974) has summarized this point when he suggests that industrial morale is a collective phenomenon and job satisfaction is a distributive one. In other words, job satisfaction refers to a general attitude towards work by an individual worker. On the other hand, morale is group phenomenon, which emerges because of adherence to group goals and confidence in the desirability of these goals. In job satisfaction, no condition is attached to the achievement of the organization's goals. A given individual may be satisfied with a variety of factors; like salary; co-workers; his own contribution; etc. In fact, morale itself could also be a source of satisfaction to an individual. (Mirza, 1993).

## **2.5. MEASUREMENT OF JOB SATISFACTION**

Because of some of the problems indicated above, measurement of job satisfaction has come to acquire the same fate as the measurement of intelligence. Since there is no agreement on a specific definition; generally, questionnaires are developed to measure satisfaction to various aspects of work and the resultant behavior or scope is called job satisfaction. Today, as

Intelligent is defined as what is measured by intelligence test; job satisfaction can also be defined as what is measured by job satisfaction questionnaire.

(Mirza, 1993)

Most studies of job satisfaction have been concerned with operationalising it rather than defining it. According to Locke (1969), such an approach describes that a certain relationship works but tells nothing as to why it works. This seems to be the case of job satisfaction.

Researchers have been found to be more interested in choosing the unit of measurement from the several available but little by way of a definition of job satisfaction has been attempted. One would assume the acceptance of a definition of job satisfaction as a precursor for the choice of the unit of measurement.

Another attempt to measure job satisfaction has been through need the satisfaction. Porter (1961) developed a questionnaire consisting of 13 items classified into Maslow's type needs hierarchy system. Each item of the scale measures not only the existing degree of need fulfillment but also the expected levels of fulfillment and its importance to the respondents. Items are answered on three 7-point scales, one each for expected, existing, and importance. The anchor points of scales are labeled as maximum and minimum. The discrepancy between expected and existing is taken as the indicator of job satisfaction. The higher the discrepancy the lower is the job satisfaction.

## **2.6. FACTORS OF JOB SATISFACTION**

Job satisfaction refers to a general attitude, which an employee retains because of many specific attitudes in the following areas: Job satisfaction, individual characteristics, relationship outside the job (Subba Rao, 2001).

There are different factors on which job satisfaction depends (Subba Rao, 2001).

-Personal factors include workers' sex, education, age, marital status and their personal characteristics, family background, socio-economic background etc.



-Factors inherent in job: these factors have recently been studied and found to be important in a selection of employees. Instead of being guided by their coworkers and supervisors, the skilled workers would rather like to be guided by their own inclination to choose jobs in consideration of 'what they have to do'. These factors include: the work itself, conditions, influence of internal and external environment on the job which are uncontrolled by the management etc.

-Factors controlled by the management. They include the nature of supervision, job security, kind of work group, wage rate, promotional opportunities, and transfer policy, duration of work and sense of responsibilities. All these factors greatly influence the workers. Their presence in the organization motivates the workers and provides a sense of job satisfaction.

## **2.7 RELATIONSHIP BETWEEN JOB SATISFACTION AND PRODUCTIVITY.**

It is generally assumed that a satisfied employee will also be a productive employee. On the face of it, one may find this to be irrefutable fact.

The evidence particularly in the west shows no relationship between job satisfaction and productivity. Three main surveys of existing research on job satisfaction and productivity suggest virtually no evidence of any relationship between these two variables. One of the earlier surveys of Bray field and Crockett (1955) examined a number of studies on the western sample and found no relationship between job satisfaction and performance.

Similar findings are reported by Herzberg and his associates (1957). In a more recent attempt Vroom (1964) reported the finding of 20 studies published during 1945 to 1963 and found a median correlation of 0.14 with a range of 0.86 to -0.31. (Mirza 1993).

The general explanation seems to indicate that productivity and job satisfaction are two independent variables and are determined by independent sets of influencing variables. A

worker may be highly dissatisfied with the work environment and may produce more to prove his abilities to the management. Job satisfaction as pointed out earlier is a complex attitude that is determined by a large number and often-conflicting variables. Hence, to expect any relationship between job satisfaction and productivity may be difficult.

The Indian conditions, however, such as generalization, which has been found valid for western sample, does not seem to make much sense.

Given the limited opportunities for jobs, opening and large number of people aspiring for them, to get a job itself may be very satisfying. In order to retain the job the employee may be tempted to please the management by producing more. Hence, there may be a positive correlation between job satisfaction and productivity. The existing studies seem to support such a relationship (Mirza, 1993).

Though performance and job satisfaction are influenced by different set of factors, these two can be related if management links rewards to performance. It is viewed that job satisfaction is a consequence of performance rather than a cause of it. Satisfaction strongly influences the productive efficiency of an organization whereas absenteeism, employee turnover, alcoholism, irresponsibility, un commitment are the result of job dissatisfaction.

However job satisfaction or dissatisfaction forms opinions about the job and organization, which result in employee morale (Subba Rao, 2001).

## **2.8 THEORIES OF JOB SATISFACTION**

There are vital differences among experts about the concept of job satisfaction. There are: Fulfillment theory, Discrepancy theory, Equity theory and Two-factor theory.

-FULFILMENT THEORY; The proponent of this theory measure satisfaction in terms of rewards a person receives or the extent to which his needs are satisfied. Further they thought that there is a direct/positive relationship between job satisfaction and the actual satisfaction of the expected needs. The main difficulty in this approach is that job satisfaction as observed by willing, is not only a function of what a person receives but also what he feels he should receive as there would be considerable difference in the actual and expectations of persons. Thus, job satisfaction cannot be regarded as merely a function of how much a person receives from his job. Another important factor\variable that should be included to predict job satisfaction accurately is the strength of the individuals' desire for his level of aspiration in a particular area. This led to the development of the discrepancy-theory of job satisfaction.

#### -DISCREPANCY THEORY:

The proponents of this theory argue that satisfaction is the function of what a person actually receives or what he expects to receive. When that actual satisfaction derived is less than expected, it results in dissatisfaction. As discussed earlier, job satisfaction and dissatisfaction are functions of the perceived relationship between what one wants from job and what one perceives it is offering. This approach does not make it clear whether or not over satisfaction is a part of dissatisfaction and if so, how does it differ from dissatisfaction. This led to the development of equity-theory of job satisfaction. (Subba Rao, 2001).

-EQUITY THEORY: the proponents of this theory are of the view that a person's satisfaction is determined by his perceived equity, which in turn is determined by his input-output balance, compared to his comparison of others input-output balance. Input-output balance is the received ratio of what a person receives from his job relative to what

he contributes to the job. This theory is of the view that both under the over rewards lead to dissatisfaction while the under-reward

Causes feelings of unfair treatment, over-reward leads to feelings of guilt and discomfort.

-TWO-FACTOR THEORY: This theory was developed by Herzberg, Mausner, Peterson and Capwell who identified certain factors as satisfiers and dissatisfiers. Factors such as achievement, recognition, responsibility etc, are satisfiers, the presence of which cause satisfaction but their absence does not result in dissatisfaction. On the other hand, factors such as supervision, salary, working condition etc, are dissatisfiers, the absence of which causes dissatisfaction. Their presence however, does not result in job satisfaction. The studies designed to test their theory failed to give any support to this theory, as it seems that a person can get both satisfaction and dissatisfaction at the same time, which is not valid.

Data collected were presented in a tabular summary in the form of frequency distribution.

The purpose of tabular summaries in the form of a frequency distribution is to reveal an overall pattern.

## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.1. DATA PRESENTATION**

Data are presented based on the investigative questions guided by specific objectives. Tables were used to present data.

**Table I. Respondents' views on the length of employment in UNICEF**

<b>Time period (years)</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Between 1 and 3	16	44.4

The objectives were met using a questionnaire (Appendix B). There are some advantages of using questionnaires:

- Questionnaires are very cost effective when compared to other instruments.
- Written questionnaires become even more cost effective as the number of research questions increases.
- Questionnaires are easy to analyze. Data entry and tabulation for surveys can be easily done.
- Questionnaires are familiar to most people. Nearly everyone has had some experience completing questionnaires and they generally do not make people apprehensive.
- Questionnaires reduce bias. There is uniform question presentation and no middle-man bias. The researcher's own opinions will not influence the respondent to answer questions in a certain manner. There are no verbal or visual clues to influence the respondent.
- Questionnaires are less intrusive than telephone or face-to-face surveys. When a respondent receives a questionnaire in the mail, he is free to complete the questionnaire on his own time-table. Unlike other research methods, the respondent is not interrupted by the research instrument.

### **3.7. DATA PROCESSING AND DATA ANALYSIS**

On the reception of the questionnaires, the information was prepared for input in order to be tabulated and analyzed. Then the questionnaire were edited and coded in order to avoid any ambiguity as to what the respondent meant and what should be entered.

After this, data were put in a computer in numeric form, then data clearing to identify wrong entities

provides a systematic way of looking at events, collecting data, analyzing information, and reporting the results. As a result, the researcher may gain a sharpened understanding of why the instance happened as it did, and what might become important to look at more extensively in future research.

### **3.3. SURVEY POPULATION AND SAMPLE SIZE**

The survey population was comprised of UNICEF' employees.

The study sought to assess UNICEF'S level of employees' satisfaction and the factors of that satisfaction level. The total population of UNICEF Uganda at the head office in Kampala is 120 employees. UNICEF has four departments namely: finance and supply, human resources, information technology and administration. All these departments are under operation.

### **3.4. SAMPLING TECHNIQUE**

Stratified random sampling technique was used in order to obtain a representative sample of the whole population from the four departments (strata). Stratification as a process allows grouping members of the population into relatively homogeneous subgroups before sampling.

### **3.5. SAMPLE SIZE**

A sample of 36 respondents was used in this study from different departments in UNICEF. Twenty from the administration, ten from the information technology, and six from the human resource department. The 36 respondents represented 30% of the total population.

### **3.6. DATA COLLECTION METHODS AND RESEARCH INSTRUMENT**

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1. INTRODUCTION**

This chapter focuses on the description of the methodology that was used in the study. It also specifies the area in which the study was conducted, techniques and tools that were used in gathering the data. The study procedures, sampling techniques and method of data analysis are also given.

#### **3.2. RESEARCH DESIGN**

The case study design was adopted to focus on the job satisfaction and employees' performance in UNICEF. A case study is a particular research method that involves an in-depth, longitudinal examination of a single instance or event (case) rather than using large samples and following a rigid protocol to examine a limited number of variables. It



More than 3	20	55.6
<b>TOTAL</b>	<b>36</b>	<b>100</b>

Source: primary data, questionnaire.

Findings in the above table indicate that the majority 20 (55.6%) of the correspondents have worked for more than three years. This concurs with O'Quin and LoTempio (1998) who stated that a person with a long working experience with the same company is less likely to feel trapped inside his present position.

**Table 2: Respondents' views on their stay in UNICEF**

Enjoyed stay in UNICEF	Frequency	Percentage (%)
Very much	22	61.1
Moderate	11	30.6
Never	0	0
Indifferent	3	8.3
<b>TOTAL</b>	<b>36</b>	<b>100</b>

Source: primary data, questionnaire

From the above table 61.1% of respondents enjoyed stay in UNICEF, 30.6% were moderate and 8.3% indifferent. This was due to good working environment within the company (UNICEF).

This shows that for some reason employees in the UNICEF are satisfied with their jobs since the majority of them have enjoyed their stay in the company.

**Table 3. Respondents' views on feeling about their jobs**

How do you like your job	Frequency	Percentage
I hate it	0	0
I dislike it	0	0
I like it	36	83.3
I love it	0	16.7
<b>TOTAL</b>	<b>36</b>	<b>100</b>

\*Source: Primary data, questionnaires.

The findings in the above table indicate that 83.3% of UNICEF employees like their jobs whereas 16.7% of them love their jobs. The above table indicates that

employees in the UNICEF like their jobs. They are, therefore, satisfied with their jobs.

**Table 4. Respondents' views on how often employees felt satisfied with their jobs**

Time	Frequency	Percentage
Never	0	0
Occasionally	1	2.8
Most of the time	30	83.3
All the time	5	13.9
<b>TOTAL</b>	<b>36</b>	<b>100</b>

\*Sour: Primary data, questionnaire

The findings in the above table indicate that 83.3% of employees in UNICEF are most of the time satisfied with their jobs, 13.9% are all the time satisfied with their jobs, and 2.8% are occasionally satisfied with their jobs. This shows that most of the employees in the UNICEF are most of the time satisfied with their jobs. Basing on these results I conclude that UNICEF' employees are satisfied with their jobs.

**Table 5. Respondents' views on how they feel about changing their jobs.**

<b>Changing the job</b>	<b>Frequency</b>	<b>Percentage (%)</b>
I would like to quit my job	0	0
I would like to change my job	1	2.8
Am not eager to change my job	31	86.1
I would not exchange my job for any other	4	11.1
Total	36	100

Source: primary data, questionnaire.

The table above indicates that 86.1 % of the respondents are not eager to change their jobs, 11.1 % cannot exchange their jobs for any other, and 2.8% would like to change their jobs. This shows that employees in the UNICEF are not eager to change their jobs because they are satisfied with them.

**Table 6. Respondents' views on how they compare people themselves with other People**

<b>Comparison with other</b>	<b>Frequency</b>	<b>Percentage (%)</b>
No one dislike his job more than I dislike mine	0	0
I hate my job more than others do	0	0
I like my job more than others like theirs	31	86.1
I love my job more than	5	13.9

others do		
<b>Total</b>	<b>36</b>	<b>100</b>

Source: primary data, questionnaires.

Findings in the table above indicate that 86.1 % of the respondents like their jobs more than others like theirs whereas 13.9% love theirs more than others do.

This table shows that most UNICEF' employees like their jobs compared to others.

Potential factors explaining this attitude include the ones presented in table 8.

**Table 7: Respondents' views on their job satisfaction**

<b>Satisfaction</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	32	88.9
No	0	0
Indifferent	4	11.1
<b>Total</b>	<b>36</b>	<b>100</b>

Source: primary data, questionnaire.

The above table indicates that 88.9% of respondents are satisfied with their jobs, and 11.1% were indifferent. This shows that almost all the employees in the UNICEF are satisfied with their jobs. This satisfaction is due to different factors such that wage and salaries, promotional opportunities, nature of supervision etc.

**Table 8. Respondents' views on which factor gives them satisfaction in their work**

Factor	Satisfied		Dissatisfied		Indifferent		Total	
	resp	%	resp	%	resp	%	resp	%
Education	5	13.9	2	5.55	29	80.5	36	100
						5		
Work itself	18	50	12	33.3	6	16.7	36	100

Job Security	29	80.5 5	5	13.9	2	5.55	36	100
Wage and Salaries	30	83.3	0	0	6	16.7	36	100
Promotional opportunities	34	94.4 4	0	0	2	5.6	36	100
Nature of supervisions	33	91.6 6	2	5.55	1	2.8	36	100

Source: primary data, questionnaire.

The findings in the above table indicate that 29 (80.555%) of the respondents are indifferent about level of education as a factor of satisfaction whereas five (13.9%) are satisfied and 2 (5.55%) are dissatisfied.

About work itself 18 (50%) are satisfied whereas 12 (33.3%) are dissatisfied and 6 (16.7%) are indifferent.

The majority 29(80.555%) of the respondents are satisfied by job security whereas five (13.9%) are dissatisfied and 2 (5.55%) are indifferent.

The majority 30(83.3%) of the respondents are satisfied by wages and salaries whereas six (16.7%) are indifferent.

The majority 34(94.44%) of the respondents are satisfied by promotional opportunities whereas two (5.6%) are indifferent.

The majority 33(91.66%) of the respondents are satisfied by nature of supervision whereas two (5.55%) are dissatisfied and 1 (2.8%) is indifferent. The results above show that promotional opportunity, nature of supervision, wages and salaries, job security; should be given more attention since the majority of the employees in UNICEF are satisfied due to those factors.

**Table 9. Respondents' views on what motivates them in their jobs.**

<b>What motivate them</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Pay level	2	5.55
Work environment	18	50
Nature of supervision	14	38.9
Job itself	2	5.55
<b>TOTAL</b>	<b>36</b>	<b>100</b>

Source: primary data, questionnaire

The table above shows that 50% of employees in UNICEF are motivated by the work environment, 38.9% by nature of supervision, 5.55% by pay level and the remaining 5.55% are motivated by the job itself.

These results show that when employees are motivated their satisfaction is enhanced.

The above table indicates that employees in UNICEF are motivated by work environment, nature of supervision, pay level, and the job itself.

As stated in the literature review, motivation implies the willingness to work or produce.

A person may be talented and equipped with all kinds of abilities and skills but may have no will to work if not motivated (Subba Rao, 2001).

**Table 10. Respondents' views on the factors helping them improve on their performance.**



Factors	Frequency	Percentage
Job security	12	33.3
Adequate earning	8	22.2
Responsibility	12	33.3
Opportunity for advancement	4	11.2
<b>Total</b>	<b>36</b>	<b>100</b>

Source: primary data

The findings in the table above indicates that 33.3% of the respondents improved on their performances due to job security, 33.3% of respondents improved on their job performance due to responsibility given to them in the organization, 22.2% of the respondents improved on their job performance due to adequate earning, and the remaining 11.2% of the respondents improved on their job performance due to opportunity for advancement given to them by the organization.

From the above table, it is clear that it is not only job satisfaction that enhances job performance. There are other factors that help to increase on the performance of the employees in the organization such as responsibility, adequate earning, job security, and opportunity for advancement.

**Table 11. Respondents' views on how often they do have conflicts  
With fellow employees.**

Conflicts with fellow employees	frequency	Percentage (%)
Always	0	0

Sometimes	8	22.2
Rarely	28	77.8
Never	0	0
<b>TOTAL</b>	<b>36</b>	<b>100</b>

Source: primary data, questionnaire.

From the table above, 77.8% of the respondents said they rarely have conflicts with fellow employees while 22.2% of them said they sometimes have conflicts with fellow employees.

The table above indicates that employees in the UNICEF rarely have conflict with their fellow employees at the work place.

This factor also has an influence on the satisfaction of the employees and it helps increase their performance at the work place since there is cooperation among employees.

**Table 12: Respondents' views on salaries and benefits.**

<b>Salaries and Benefits</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Dissatisfied</b>	<b>0</b>	<b>0</b>
<b>Satisfied</b>	<b>30</b>	<b>83.3</b>
<b>Indifferent</b>	<b>6</b>	<b>16.7</b>

<b>TOTAL</b>	<b>36</b>	<b>100</b>
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Source: primary data, questionnaire

Table 4 above indicates that 83.3% were satisfied with the salaries and benefits, and 16.7% were indifferent.

The table above shows us that the majority of the employees in the UNICEF is satisfied with the salary they get from the organization.

This factor salary also has an influence on the employees' satisfaction and performance.

**Table 13: Respondents' views on the time supervision and technical advice from the field staff.**

<b>Supervision</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	18	50
Often	16	44.4
Sometime	2	5.6
No	0	0
<b>Total</b>	<b>36</b>	<b>100</b>

Source: primary data, questionnaire.

This table above shows that employees of UNICEF get adequate time supervision.

50% said yes, 44.4% said that they often get time supervision. Basing on the results above in the table 12, it is shown that time supervision has an effect on employees' performance. When an employee is given adequate supervision, he or she will be in a good position to improve on his or her work performance.

**Table 14: Respondents' views on the provision of training.**

<b>Training</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	31	86.1
No	0	0

Indifferent	5	13.
<b>Total</b>	<b>36</b>	

Source: primary data, questionnaire.

The findings in the above table indicate that the majority 31(86.1 %) of the respondents stated that the company provides training, and 13.9% were indifferent

The factor training above, as shown in the table 3, has also an impact on job satisfaction and performance of employees in the organization.

This is because employees will be learning at the expense of the company; this will give them satisfaction because they will not be spending on their training programmes.

In addition, the employees will gain knowledge that helps them improve on their performance.

**Table 15: Respondents' views on their performance standards.**

Employees	Frequency	Percentage (%)
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I perform at the required standard	31	86.1
I perform below the required standard	0	0
I perform above the required standard	0	0
I perform very poorly	0	0
Indifferent	5	13.9
<b>Total</b>	<b>36</b>	<b>100</b>

Source: primary data, questionnaire.

The findings in the table above indicate that the majority 31 (86.1%) of the respondents perform at the required standard while 13.9% are indifferent. The above table helps us classify the employees according to their performance standards. The same table indicates that most of the employees in the UNICEF perform at the required standards. This performance level is due to many factors such as training, work environment, etc

**Table 16: Number of dependants.**

Number of people depending on your work	Frequency	Percentage (%)
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<b>All my family</b>	<b>12</b>	<b>33.3</b>
<b>My brothers/ sisters</b>	<b>3</b>	<b>8.4</b>
<b>My kids and wife/ husband</b>	<b>21</b>	<b>58.3</b>
<b>No one</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>36</b>	<b>100</b>

Source: primary data, questionnaire

Findings in the above table indicate that 58.3% of employees in UNICEF work for their kids and wife! Husband, 33.3% for their entire family and 8.4% for their brothers! Sisters.

When an employee has too many responsibilities in his or her family, he! She often has no choice. He has to work as hard as he can to secure his job.

**Table7: Time spent at work per day.**

<b>Time (hrs)</b>	<b>Frequency</b>	<b>Percentage</b>
1-3	0	0
4-5	0	0
6-7	0	0
8-9	36	100
9 +	0	0
<b>Total</b>	<b>36</b>	<b>100</b>

Source: primary data, questionnaire,

The above table indicates that 100% of the respondents spend 8-9 hours at work per day. This table above tells us the time that employees in the UNICEF spend at work per day. All the employees spend 8-9hours per day.

This help us know the time that an employee can spend at work and still produce good results out of his or her work.

UNICEF employees spend 8-9 hours at work per day and perform at the required standards. This is probably because UNICEF, which follows work regulations proposed by several bodies and international agencies, does not overwork employees.

**Table 18: Respondents' views on the quality of the work done**

Work quality	Frequency	Percentage
High	5	13.9
Average	31	86.1
low	0	0
<b>total</b>	<b>36</b>	<b>100</b>

Source: primary data, questionnaire.

The findings in the table above indicate that the majority 31 (86.1 %) of the respondents produce work of an average quality and 13.9% produce work of high quality.

The table above tells us that the quality of the work done by the majority of the employees in the UNICEF is average. This means that employees in UNICEF are well handled since they are able to produce work that is accepted by the organization.

**Table 19: Respondents' views on performance's views on the effect of satisfaction on performance**

	Frequency	Percentage
I agree	6	16.7
I disagree	30	83.3
I strongly agree	0	0
I strongly disagree	0	0
<b>Total</b>	<b>36</b>	<b>100</b>

Source: primary data, questionnaire



The findings in the table above show that the majority 30(83.3%) disagree with the fact that job satisfaction affects their level of performance. Only six (16.7%) agree that job satisfaction affects their level of performance.

Satisfaction has no strong effect on performance since 83.3% of respondents disagreed that their satisfaction level has an effect on their performance. What has an effect on performance are opportunity for advancements, responsibility, and adequate earning. This was revealed in table 10.

**Table20: Leave period frequency in UNICEF.**

<b>Leave period</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Yes</b>	<b>36</b>	<b>100</b>
<b>No</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>36</b>	<b>100</b>

Source: primary data, questionnaire.

This table indicates that 100% of employees in UNICEF have leave period and are paid even when in leave.

This brings about employees' satisfaction since they get their salaries even when not on duty. In addition, it motivates them to work effectively and hence perform well since they get time to rest and come back to work when they are fresh.

**Table 21: Respondents' views on their actual performance.**

<b>Performance satisfaction</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Yes</b>	<b>30</b>	<b>83.3</b>
<b>No</b>	<b>0</b>	<b>0</b>
<b>Indifferent</b>	<b>6</b>	<b>16.7</b>
<b>total</b>	<b>36</b>	<b>100</b>

Source: primary data, questionnaire.

The findings in the above table indicate that the majority 30 (83.3%) of the respondents are satisfied with their actual performance whereas 6(16.7%) were indifferent.

The above table indicates that employees in UNICEF are satisfied with their actual performance. This means that the employees are also satisfied since it is found by Vroom 1964 that there is a median correlation between satisfaction and performance.

## **4.2. EMPIRICAL TESTING**

Under this theme, the researcher having obtained the major relevant characteristics of the respondents directly addressed the study.

The researcher used the information obtained from the questionnaires to address the questions of the study.

### **4.2.1. Job satisfaction of employees in UNICEF.**

This can be seen in the tables 2 and 4 where employees or respondents were required to tell how often they felt satisfied with their jobs and if they enjoyed their stay in UNICEF.

The results showed that employees are happy and have enjoyed their stay in there in UNICEF.

Since 61.1% of the respondents said that they very much enjoyed, and 30.6% have moderately enjoyed. V Concerning the satisfaction of the UNICEF'employees, table 4 indicates that 83.3% like their jobs whereas only 16.7% love it. Therefore, the level of job satisfaction in UNICEF is high.

### **4.2.2. Factors of job satisfaction.**

Table 8 (page 24) shows that factors of satisfaction include promotional opportunities, nature of supervision, wages and salaries, job security, the work itself, and education among others.

The findings in the above-mentioned table indicate that most of the employees are satisfied by the promotional opportunity and nature of supervision. The promotional opportunity and nature of supervision belong to the factors controlled by the management.

This is to say that employees in the UNICEF are more satisfied with the factors controlled by the management than the others.

The experiences are made to appendix A, table 8 where the respondents were required to indicate/tell what cause/enhance their job satisfaction within Unicef (U).

#### **4.2.3. Relationship between job satisfaction and employees' performance.**

In order to determine the relationship between job satisfaction and performance, the phi-correlation coefficient was used.

The relationship between promotional opportunity as a factor of job satisfaction and the quality of the work done.

From the tables (8 and 18) classified to form 2X2 matrix to apply the correlation coefficient

$$\begin{pmatrix} 34 & 2 \\ 31 & 5 \end{pmatrix}$$

$$\Phi = \frac{(35 \times 5) - 931 \times 2}{\sqrt{(34+31)(34+2)(2+5)(5+31)}}$$

$$=175-62$$

$$\sqrt{65 \times 36 \times 7 \times 36}$$

$$= 108$$

$$\sqrt{58980}$$

$$= 108$$

$$767,9$$

$$\text{Therefore } \phi^2 = 0.01978$$

This is 0.019% meaning that there is a positive correlation between promotional opportunity and the quality of the work.

Promotional opportunities contribute 19.78% to work related performance while 80.22% is contributed by other factor Relationship between nature of supervision and the quality of work done by employees.

$$\begin{bmatrix} 33 & 3 \\ 31 & 5 \end{bmatrix}$$

$$\phi = \frac{(35 \times 5) - (31 \times 3)}{\sqrt{(33 + 31) \times 9 \times 33 + 3 \times (3 + 5) \times (5 + 31)}}$$

$$\sqrt{(33 + 31) \times 9 \times 33 + 3 \times (3 + 5) \times (5 + 31)}$$

$$= \frac{175 - 93}{\sqrt{64 \times 36 \times 8 \times 36}}$$

$$\sqrt{64 \times 36 \times 8 \times 36}$$

$$= 72$$

$$\sqrt{663552}$$

$$= 72$$

$$814.58$$

$$= 0.0883$$

$$\text{Therefore } \textcircled{D}^2 = 0.00779$$

This is 0.0077 % means there is a positive correlation between nature of supervision and quality of work done by the respondents.

Nature of supervision contributes 7.79% to work related performance and 92.21 % is contributed by other factors.

From the results above, one can see that the employees' satisfaction with the promotional opportunities has the greatest significant influence on their work related performance. (See table 18).

Other factors that contribute to the high quality work and satisfaction are opportunity for advancement, wages and salaries, responsibility, work environment, training in the organization. (See tables 9, 10, and 12)

## **CHAPTER FIVE**

### **CONCLUSIONS, RECOMMENDATIONS.**

#### **5.1. INRODUCTION**

This chapter summarizes the main findings of the study, makes some conclusions and recommendation. The objectives of the research were as follows:

- (1) To establish the level of satisfaction among employees in UNICEF.
- (2) To identify the factors of job satisfaction among employees in UNICEF.
- (3) To examine the relationship between job satisfaction and performance of employees in UNICEF.

#### **5.2. CONCLUSIONS**

In this study, it was found that performance and satisfaction in UNICEF are connected. It was revealed that the performance of employees is influenced by their satisfaction in the work they do.

- The level of satisfaction of the employees in UNICEF, which was seen in this perspective, enjoy staying in UNICEF, and satisfaction of employees with their jobs, it was discovered that the majority of the employees in the UNICEF are satisfied. Therefore, the level of satisfaction in the UNICEF is high.

- Factors that enhanced job satisfaction in the UNICEF are promotional opportunity and nature of supervision. These factors are under the factors controlled by the management (literature review on the factors of job satisfaction).

Hence, employees in the UNICEF are satisfied with the factors controlled by the management.

- There is a relationship between job satisfaction and employees' performance though the relationship is not so strong. That is to say, job satisfaction has an effect on job performance but the effect is not all that big. Other factors should be considered apart from the satisfaction factor, for the employees to perform very well.

### **5.3. RECOMMENDATIONS.**

- I recommended UNICEF Uganda to pay attention to all those factors that can affect the satisfaction level of its employees to be effective and efficient in their works. These factors include nature of supervision, promotional opportunity, wages and salaries, leave period, responsibility among others. Conflict between employees should be put into consideration since it can affect the level of satisfaction and performance of employees.
- The factors that should be given more attention in the UNICEF are the factors controlled by the management since it was seen that most employees in UNICEF are satisfied by these factors.

Although, the factors controlled by the management were seen to be the ones satisfying most employees, UNICEF should also put into consideration the other



factors such as personal factors and factors inherent in job, since they cause employees' satisfaction to some extent.

- From the results obtained, it was seen that not all dimensions of job satisfaction had a significant influence on employees' performance.

Therefore, other factors other than job satisfaction those affect employees' performance need to be put into consideration if performance is to be improved.

#### **5.4. FURTHER RESEARCH**

Since this research was restricted to UNICEF, further research should be done expand research on the relationships between performance and job satisfaction on other organizations rather than focusing on multinational enterprises. They could also consider other factors and increase sample size. This would give us a wider and realistic view of the level of influence of job satisfaction on performance.

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## **APPENDIX A. QUESTIONNAIRE**

### **SECTION A: BACKGROUND INFORMATION.**

1. What is your

i. Department

- Administration
- Human resource
- Information technology
- Finance and supply

ii. Job title

- Top manager
- Middle manager
- Supervisor
- Employee

iii. Age

- Between 30-45
- 45-60
- Above 60

iv. Gender

- Male
- Female

v. Religion

- Christian
- Non-Christian

- Others

vi. Marital status

- Single
- Married
- Divorced
- Widow
- Widower

vii. Educational qualification

- Diploma
- Degree
- Masters
- PhD.

## **SECTION B**

Q1. For how long have you been an employee of UNICEF?

- Between 1 and 3 years
- More than 3 years

Q2. Have you enjoyed your stay in UNICEF?

- Very much
- Moderate so
- Never
- Indifferent

Q3. Choose one of the following statements that best tells how well you like

Your jobs.

- I hate it
- I dislike it
- I like it
- I love it

Q4. Tick one of the following to show how much of the time you felt satisfied with your job.

- Never
- Occasionally
- Most of the time
- All the time

Q5. Tick one of the following, which best tells how you feel about changing your job.

- I would like to quit my job
- I would like to change my job
- I am not eager to change my job
- I would not exchange my job for any other

Q6. Check one of the following to show how you think you compare yourself with other people.

- no one dislikes his job more than i dislike mine
- I hate my job
- I like my job more than others like theirs
- I love my job more than others do

Q7. Are you satisfied with your job?

If yes why and if no why.

### SECTION C

Q8. What factor gives you satisfaction in the work you do.

- Education
- The work itself
- Job security
- Wage rate
- Promotional opportunities

Q9. What motivate you in your job?

- Pay level
- Work environment
- Nature of supervision

- The job itself

Q10. What factor do you think can help you improve on your performance?

- Job security
- Adequate earning! salary
- Responsibility
- Opportunity for advancement

Q11. How often do you have conflict with your fellow employees?

- Always
- Sometimes
- Rarely
- Never

Q12. Are you satisfied with your salary and benefits?

- Yes
- No
- Indifferent

Q13 Do you get adequate time, supervision and technical advice and assistance from the field staff of the company.

- No
- Sometimes
- Often
- Yes

Q14. Does the company provide training for employees?

- Yes
- No

#### **SECTION D.**

Q15. Where do you feel you belong?

- I perform at the required standard
- I perform below the required standard
- I perform above the required standard
- I perform very poorly

Q16. How many people depend upon your work? •

- All my family
- My brothers/sisters
- My kids an wife! husband
- No one

Q17. How much time do you spend at work per day?

- 2to 3 hours
- 3to4hours
- 4to 6hours
- 6to8hours
- Above 8hours.

Q 18. What was the quality of the work you have done the past 6months?

- High
- Average
- Low

019. Does your satisfaction level affect your performance?

- Agree
- Disagree
- Strongly agree
- Strongly disagree

Q20. Dou you have leave period in this company.

If yes, is it paid?

Q21. Are you satisfied with your actual performance?

- Yes
- No
- Indifferent