

WORKPLACE CLIMATE AND EMPLOYEE ENGAGEMENT:
A CASE OF KIRA MUNICIPALITY IN WAKISO DISTRICT

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DECLARATION

I, Nagawa Virgo, do hereby declare that what is contained in this dissertation is my original work and has not been presented to any institution for the purpose of an academic award.

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DEDICATION

To my family and friends whose encouragement and understanding have been a constant source of motivation and inspiration. May God bless them abundantly.

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ABSTRACT

The purpose of the study was to examine the relationship between workplace climate and employee engagement in Kira Municipality, Wakiso District, Uganda. The study was premised on five objectives; First to examine the relationship between leadership and employee engagement; second, to assess the relationship between employee relations and employee engagement; third, to examine the relationship between employee satisfaction and employee engagement; fourth, to examine the relationship between employee commitment and employee engagement and fifth, to examine the relationship between employee motivation and employee engagement in Kira Municipality. The study employed a cross-sectional survey design with both quantitative and qualitative approaches. The target population comprised 485 staff members working for Kira Municipality. A sample of 270 respondents was selected using a combination of simple random and purposive sampling techniques. Data was collected through a structured questionnaire and an interview guide. Quantitative data was analyzed using structured questionnaires. The regression results revealed that leadership ($b = 0.028$, $p = 0.046$), employee relations ($b = 0.127$, $p = 0.000$), employee satisfaction ($b = 0.105$, $p = 0.035$), employee commitment ($b = 0.332$, $p = 0.000$), and employee motivation ($b = 0.083$, $p = 0.014$) positively and significantly influence employee engagement. The model summary showed that when all the independent variables are combined, they account for or predict 49.3% of the variations in employee engagement, while the remaining 50.7% is attributed to other factors. The ANOVA findings indicate that leadership, employee relations, employee satisfaction, employee commitment, and employee motivation have an overall significant effect on employee engagement ($F = 39.384$, $p = 0.000$). The study's findings underscore the critical importance of leadership, employee relations, employee satisfaction, employee commitment and motivation in fostering enhanced employee engagement within Kira Municipality. As recommendations, it is suggested to invest in leadership training and development programs to empower managers and supervisors with the skills and knowledge needed to inspire and motivate their teams effectively. This includes fostering a culture of trust, transparency, and open communication among leaders and employees. Strengthen communication channels and encourage regular feedback sessions between management and employees to address concerns, recognize achievements, and foster a sense of belonging and mutual respect within the organization. Implement formal employee recognition programs to acknowledge and reward outstanding performance, contributions, and dedication. This can include incentives, awards, and public recognition ceremonies to celebrate employee accomplishments.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Employee engagement centers on the knowledge and ideas of employees to enhance products and services, fostering innovation within the workplace. By encouraging deeper commitment from employees, it leads to decreased sick absences, reduced conflicts and grievances, and heightened productivity. Employee engagement plays a significant role in enhancing organizational productivity, performance, and long-term viability. Organizations with highly engaged employees typically exhibit increased profitability and reduced turnover rates (Mejalli, 2020).

The study examines the relationship between workplace climate and employee engagement in Kira Municipality, Wakiso District, Uganda. Workplace climate was treated as an independent variable and employee engagement as dependent variable. Chapter One grants the background to the study, the Historical background, Theoretical background, Conceptual background, Contextual background, Statement of the problem, Purpose of the study, Specific Objectives, Scope, Significance of the study, Limitations, and Operational definitions.

1.1 Background to the study

The background concentrates on the historical, theoretical, conceptual, and contextual perceptions.

1.1.1 Historical background

Eliot (1636) stated that, encouraging learning will lead the commonwealth and churches implement employee engagement for better productivity. Engagement should be taken as open-ended miracle. Rush (1798) declared that nurseries of good men and wise women in

state colleges stimulated the government to involve higher learning students into the county's agriculture, industrial revolutions and technology. The participation of students enhanced engagement in the community. In 1824, the Rensselaer Polytechnic Institute involved college and university students into bridge building, road building and other varieties of building that were needed by the country. Wilson (1896), acknowledged that engagement gave college's proper history if well practiced in the country.

Bok (1915) expressively called engagement a splended formation. The truly remarkable network of research in Liberal Art Colleges, Universities, Community Colleges and Regional campuses became the offence of the world in expressing what engagement became. It was established that there was weak community and worrying emotion that excited focus of the country's work which needed perfection. American higher education looked for responses of determined public, economic, community and moral difficulties and recurrence historic commitment which is known as engagement.

In 1940, GI Bill generated the revolution of increasing prospects where veterans had babies and were married hence less engagement was apprehended. This condition made the American state understand that engagement is significant in terms of growth of the nation. Marshal (1947) proclaimed a plan for European recovery commencement exercise at Harvard about engagement which directed scholars to be sent all over the world to social and economic progress.

In 1960s universities and colleges in the country launched favorable action programs to encourage engagement. Mowday et al. (1982), derived the psychological measure to increase and measure engagement. He considered features like, task change, age, self-

governance and work experiences which include team work, career prospects, work climate and salary.

Boyer (1996) indicated that universities and colleges desired to ratify the old concept of commitment to the scholarship of engagement which has over the past years, led to bigger conceptualization of scholarship. It has a resilient integration of faculty research and students' knowledge outside academy.

In the 20th Century less attention was paid to engagement and deterioration was experienced throughout the down-sizing of companies and co-operate re-organization that led to less opportunities of promotion and damaged work security (Harley, 2001). May et al. (2004) argue that employees who are engaged are continuously enthusiastic about their work and have great levels of vigor.

Schaufeli (2016) and Albrecht et al. (2018) argued organization employees with suitable workplace to be engaged and also satisfied. Robertson and Cooper (2010) stressed that employee engaged feel much stronger and attached at their place of work.

Globally, engagement crisis is recognized in public and private sectors and in developed countries it is cross-cutting, emerging and industrialized nations. This increases the need for effective mechanisms of assessing the employee engagement (Savitz and Weber, 2006). Engagement of employees is a blessed covenant in the way that in case it's not recognized life become unimaginable (Ancarani et al. 2019). It is also a psychological condition that brings workers towards an organization (Barnett et al. 2019). Engagement is measured in three (3) sub-dimensions which include physical engagement, emotional engagement and

cognitive engagement which is researched across the globe in the past decades (Rich, Lepine and Crawford 2020)

Across various countries worldwide, organizations in both public and private sector confront intricate challenge of fostering robust employee engagement. Organizations on a global scale are constantly striving to cultivate environments where employees feel valued, motivated, and connected to their work. Northern America, comprising the United States and Canada, leads with the uppermost employee engagement rate at 29%. In contrast, the South Asian region reports a significantly lower engagement rate, with only 10% of employees classified as engaged, while 61% are not engaged, and 29% are actively engaged. In South Asia, the engagement rate stands at 14%, while Sri Lanka boasts a relatively higher rate of 38%. To gain a complete understanding of employee engagement, it's crucial to analyze engagement levels by sector (Fletcher et al., 2020; Iddagoda et al., 2022; Tensay & Singh, 2020).

In public organizations across Africa, significant gaps in employee engagement persist, posing challenges to effective governance and service delivery. In an African study focusing on employee engagement, the findings underscored the pressing need for immediate action, with 85% of participants highlighting the urgency of addressing the issue of declining employee engagement, while 29% expressed reluctance to confront it. Notably, in South Africa, 63% of respondents ranked employee engagement as the second most critical challenge facing the country. These results emphasize the widespread recognition of the significance of employee engagement across the continent, particularly in South Africa, where it is regarded as a pivotal factor in overcoming organizational challenges and driving success (Muthike, 2017; Ngwane & Paul-Dachapalli, 2022).

Uganda's public sector is grappling with poor employee performance primarily due to limited employee engagement and inadequate training. Government workers face criticism for absenteeism, delays in service provision, low productivity, negative client interactions, and substandard healthcare service delivery (Sendawula et al., 2018). The findings from the Employer of the Year Award Survey, a collaboration between the Federation of Uganda Employers and Makerere University indicated that merely 49% of employees exhibited high engagement levels, with 6% classified as disengaged and 45% as moderately engaged. The total percentage of those categorized as disengaged or moderately engaged amounted to 51%, indicating that a significant portion of public organizations in Uganda faced challenges related to employee engagement (Mugizi et al., 2020). There are numerous factors associated with employee engagement in Uganda, and workplace climate is among them. However, there have been limited studies in Uganda's public sector that have studied the correlation between workplace climate and employee engagement. Hence, a necessity of conduct this study in Kira Municipality, Wakiso District.

1.1.2 Theoretical background

The research drew upon the Equity Theory of Motivation, which proposes that employees should be driven when they perceive that they are fairly rewarded for their efforts. Originated by Adams in 1963, this theory has been frequently employed to elucidate the dynamics of workplace climate and employee engagement (Watters, 2021). Adams' Equity Theory proposes that employees assess their contributions and rewards relative to those of their peers, and if they perceive an inequity, they will take action to rectify it. The theory emphasizes that employees are driven to maintain a sense of fairness in comparison to others. Thus, if they sense unfair treatment, their motivation to exert effort may diminish (Kokkonen & Isomöttönen, 2020).

Adams' Equity Theory has undergone thorough examination and research throughout the years, and it is widely acknowledged as a credible framework for explaining workplace climate and employee engagement. Adams' Equity Theory remains highly relevant in reviewing the relationship between workplace climate and employee engagement. The concept emphasizes the significance of perceived fairness in the workplace, suggesting that employees relate their inputs and outcomes with those of their peers to evaluate equity (Calecas, 2019; Dawwas, 2022).

In the context of workplace climate, factors such as organizational culture, leadership style, communication practices, and recognition systems can significantly influence employees' perceptions of fairness. A positive workplace climate, characterized by transparency, respect, trust, and equitable treatment, is likely to foster higher levels of employee engagement by promoting a sense of fairness and mutual respect among employees. Conversely, a negative or unfair workplace climate can erode employee engagement and lead to feelings of dissatisfaction and disengagement (O'Connor & Crowley-Henry, 2019).

1.1.3 Conceptual background

Employee engagement involves employees fully investing themselves in their roles within the organization, encompassing the expression of physical, cognitive, and emotional selves in work endeavors. The current study conceptualized employee engagement as the physical, emotional, and cognitive engagement (Sun & Bunchapattanasakda, 2019).

Managers find themselves being tested on daily basis on how to keep employees engaged and also how to implement the policies defining engagement. The policies defining engagement would improve employee turnover which takes different divisions within the organizations. Employee turnover causes high attrition percentages to the organizations. Therefore, employee engagement has developed an overwhelming task in these unsteady financial times. Reviews and studies are being steered worldwide where several scholars need

to develop decisions on the features which would answer promoting engagement levels. An employee who is engaged is expected not to change his or her job frequently, produces results and should be a representative of the organization at all intervals, (Chandani, A., Mehta, M., & Khokhar, V. 2016).

The main definition of employee engagement has been pronounced in efforts of explicitly state as physical, cognitive, and emotional developmental complex. Commitment to the organization is described as having knowledgeable and demonstrative components (Pincus, 2023).

Satisfaction is a marching stone to engagement and signifies the organization to match the goalmouths of the job to the goals objectives of individual employee so that employees feel satisfied about their job. Employees with advanced levels of self-efficacy are more likely to be engaged and leads to high personality in applying additional efforts and energy in finishing tasks and therefore better concentration and participation. Employees who are more valuable are possible to administer their motivation by setting determined goals and become more engaged. It is specified that the superior the perceived comparison amid the coworker and employee's age, the more the engagement level (Pincus, 2023).

Engagement comprises of the old-style emphasis on physical effort allocated to specific errands and it also reflects increasing depths of one's broadly well-defined role. Although persons get involved in work physically, cognitively, or emotionally, engagement maintains participations simultaneously, (Sun & Bunchapattanasakda, 2019).

Engagement is described as a unique and essential motivator concept that connect an employee's relations to physical, cognitive, and emotional concepts to work engagements. This conceptualization does not advocates a relationship between engagement and job performance, but also signifies a general understanding of the employee's engagement.

The workplace climate refers to the general ambiance or setting within a workplace, encompassing the attitudes, values, and behaviors of employees, alongside the physical and social aspects of the work environment (Dariusz, 2023). Workplace climate is also described as characteristics specifically to ascertain organization that may be encouraged through the method the organization deals with its employees. This study conceptualized work place climate in five sub-dimensions namely, leadership, employee relations, employee satisfaction, employee commitment and employee motivation (Rožman & Štrukelj, 2021).

Naldoken and Tengilimoglu (2017) described the technological, physical, political, social, and economic environment of an organization as essentials components of workplace climate. Fox & Johnson, et al., (2022), stated that the possible benefits of management policies were intended to avoid workplace hostility and support employee engagement. The consequences are, that employee engagement may reduce workplace violence and it becomes vital to an organization's achievement. Worldwide, the price of workplace aggression to organizations is huge and may result in loss of millions of dollars per year. In the United States of America, workplace hostility caused 570,000 nonfatal assaults and 521 deaths in 2016, (Fox, & Johnson, et al., 2022).

Employee Satisfaction was discovered having a direct relationship to the dedicated employees (Andersen, Leisink, & Vandenabeele, W. (2017). Better workplace climate allows employees understand how appreciated they are within the organization hence an increase in engagement (Ladyshevsky & Taplin, 2018).

A positive workplace climate leads to improved level of employee commitment (Osborne & Hammoud, (2017). Scholars have discovered that the perceptions of the employees inspire them on how to deliver services (Berberoglu, 2018). Workplace climate is the major

factors organizations depend on since it leads to direct relationship with employee behavior. Workplace climate explained an individual attitudes, recurring behaviors, perceptions; and moods of employees.

1.1.4 Contextual background

Uganda's public sector is grappling with poor employee performance primarily due to limited employee engagement and inadequate training. Government workers face criticism for absenteeism, delays in service provision, low productivity, negative client interactions, and substandard healthcare service delivery (Sendawula et al., 2018).

Employees at Kira Municipality persist in displaying signs of disengagement in their roles. They demonstrate a lack of absorption in their tasks, reduced dedication, and a lack of energy in their work. Consequently, this leads to poor performance outcomes. The root cause of this disengagement, which has not been adequately addressed, is attributed to low job satisfaction and insufficient support from their leaders (Kira Municipality, 2019). There are several factors associated with employee engagement in Kira Municipality, and workplace climate is among them. However, there have been inadequate studies in Uganda's public sector which examined the relationship between workplace climate and employee engagement in Kira Municipality. Therefore, the need of conducting this research.

1.2 Statement of the Problem

Employee engagement stands incredibly important as it enhances work culture, decreases employee turnover, improves productivity and fosters better coordination amongst employees and customer relationships (Rich et al., 2010). This is especially true for public sector organizations that are facing mounting pressure to improve their performance and service delivery (Pepra-Mensah & Kyeremeh, 2018). However, current levels of employee engagement are low. The Gallup's State of the Global Workplace report (2023), indicate

that only 23% of employees report being engaged in their work, 62% not engaged and 15% are disengaged. Similarly, studies conducted in Africa also reveal shockingly low levels of employee engagement. For example, a study carried out by Pepra-Mensah and Kyeremeh (2018) in Ghana found that public sector employees were more disengaged compared to their private sector counterparts, with less than half of local government employees being fully engaged in their work. In Zimbabwe, there has been an un-precedented rise in public sector employee disengagement, with the work force simply showing up at work without contributing much more (Wushe & Shenje, 2019).

In Uganda, the engagement levels of workers remains a significant challenge, particularly for employees working in the public sector, such as local governments. The frequent strikes by government workers such as teachers, healthcare professionals and academic staff indicate lack of dedication to their work. The findings from the Employer of the Year Award Survey, a collaboration between the Federation of Uganda Employers and Makerere University indicated that 20% of employees exhibited high engagement levels, 64% classified as disengaged and 16% as moderately engaged. To combat this issue, scholars have suggested promoting a positive work environment to increase engagement. A recent study by Geue (2021) found that workplace climate has a positive impact on engagement. However, there is limited research on how workplace climate affects public employees in Uganda. Therefore, this study meant to investigate the relationship between workplace climate and employee engagement in Kira Municipality, Wakiso District, Uganda.

1.3 Purpose and Specific Objectives

The study was directed by the purpose and specific objectives

1.3.1 Purpose of the Study

The purpose is to examine the relationship between workplace climate and employee engagement in Kira Municipality, Wakiso District, Uganda.

1.3.2 Specific Objectives

- i. To examine the relationship between leadership and employee engagement in Kira Municipality.
- ii. To assess the relationship between employee relations and employee engagement in Kira Municipality.
- iii. To examine the relationship between employee satisfaction and employee engagement in Kira Municipality.
- iv. To examine the relationship between employee commitment and employee engagement in Kira Municipality.
- v. To examine the relationship between employee motivation and employee engagement in Kira Municipality.

1.3.3 Research Hypotheses

- H₀₁ There is a significant relationship between leadership and employee engagement in Kira Municipality.
- H₀₂ There is a significant relationship between employee relations and employee engagement in Kira Municipality.
- H₀₃ There is a significant relationship between employee satisfaction and employee engagement in Kira Municipality.
- H₀₄ There is a significant relationship between employee commitment and employee engagement in Kira Municipality.
- H₀₅ There is a significant relationship between employee motivation and employee engagement in Kira Municipality.

1.4 Scope of the Study

1.4.1 Geographical Scope

The study was carried out at Kira Municipality located in Wakiso district. Geographically, Kira Municipality is bounded by Gayaza to the north, Mukono to the east, Lake Victoria to the south, Kampala to the west, and Kasangati to the northwest. Positioned about 15 kilometers (9 miles) northeast of Kampala's fundamental business district, Uganda's capital and largest city. Kira Municipality covers an area of nearly 98 square kilometers (24,000 acres).

1.4.2 Content Scope

The study focused on workplace climate (leadership, employee relations, employee satisfaction, employee commitment and employee motivation) practices as the independent variable. Workplace climate has conditions which may determine its being unfavorable and these may include; poorly planned work stations, inappropriate furniture, insufficient airing, too much sound, deem lighting, inadequate monitoring support, underprivileged space, poor communication skills, inadequate protection measures for emergencies, and lack of protective gears.

Employees in such setting are attacked with work-related sicknesses like ergonomic disorders, suffocation, deafness and heat stress. The output may decrease due to poorly planned work place climate as it adversely affects moral and enthusiasm. It may become a problem for organization to afford better work place for their employees to ensure excellent service delivery. Therefore, engagement of employees (physical, emotional, cognitive engagement) as dependent variable was examined for significant difference and correlation.

1.4.3 Time Scope

The study was based on data on workplace climate and employee engagement in Kira Municipality which covered a duration of seven (7) months with effect from October, 2023

to May, 2024. During this period the researcher collected data, analysed it, concluded and recommended.

1.5 Significance of the Study

The findings of the study are expected to benefit the following:

The findings of this research may identify ways of improving workplace climate and employee engagement and finally service delivery to the community.

Understanding how workplace climate is associated with employee engagement may help Kira Municipality identify strategies to enhance productivity, efficiency, and overall performance.

Study findings may provide guidance to municipal leaders and managers on effective leadership styles, communication strategies, and policies that foster employee engagement and create a conducive work environment.

There may be limited existing research on this topic within the country, particularly in municipal government settings in Wakiso District. Investigating this relationship in this context contributes original knowledge to the academic literature and practical understanding of organizational dynamics in Uganda.

1.6 Conceptual Framework

The conceptual framework relates workplace climate and employee engagement. Workplace climate (independent variable) is measured in terms of leadership, employee relations, employee satisfaction, employee commitment and employee motivation. Employee engagement is measured in terms of physical engagement, emotional engagement and cognitive engagement.

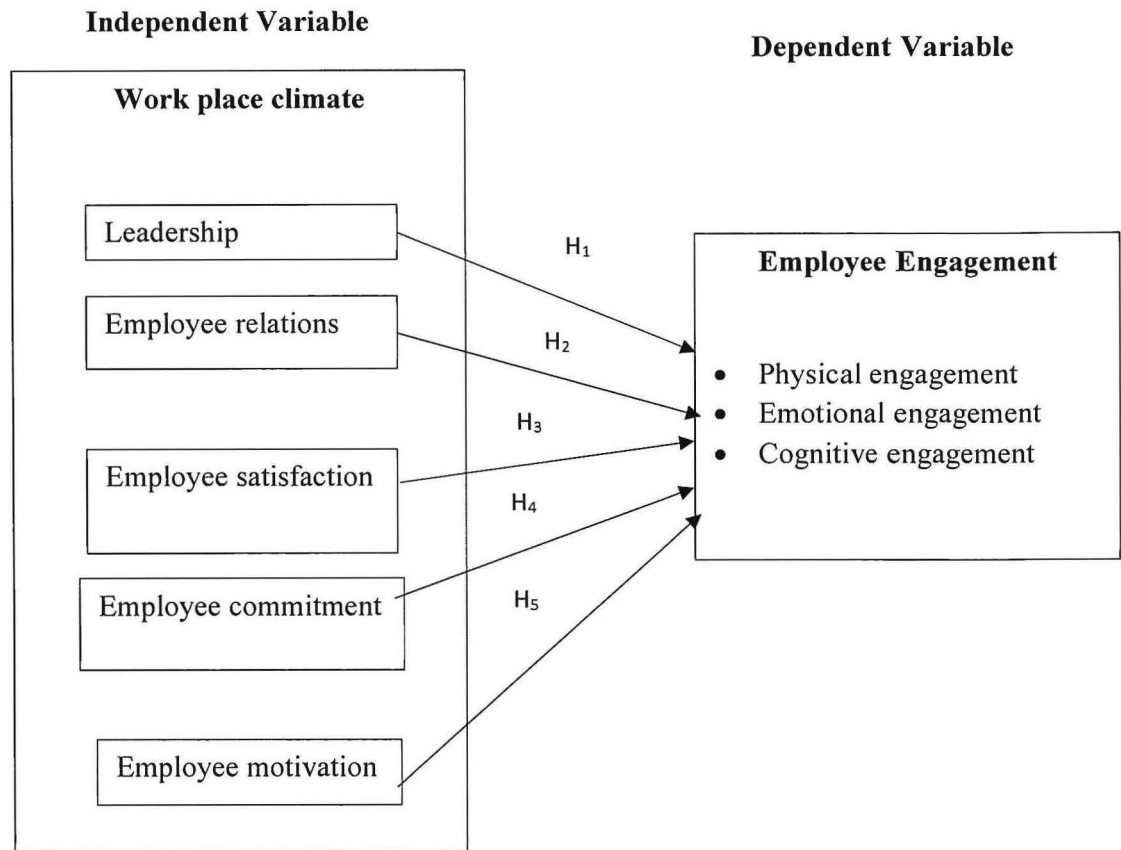


Figure 1.1: Conceptual Framework

Source: Adapted from Rozman and Strukelj (2021)

Conceptual Framework Narration

The conceptual framework figure assumes that workplace climate has a positive relationship with employee engagement. Sub-component one of work place climate is leadership, good leaders may produce positive effect on work climate in terms of loyalty and intelligence on engagement.

Sub-component two of workplace climate is employee relations. Morehouse and Saffer (2020), state that for the organization to develop in any industry, it must emphasis on a positive employee relation. They further emphasized that a good relationship at the work

place produces high job satisfaction. A pleasant atmosphere within a work place is created by a strong employee relation.

Sub-component three of workplace climate is employee satisfaction. Wen et al. (2022), examined that there is a positive relationship between employee satisfaction and engagement. Employees who are friendly, upbeat and responsive to organization needs and even customers served show that they are satisfied are fully engaged. Satisfied workers show high level of enthusiasm towards work in the organizations.

Sub-component four of work place climate is employee commitment which is a sense of responsibility that a person has towards vision, mission, core values and objectives of the organization he/she is attached too. Commitment emphasizes the desire that an employee is part of the society and the willingness to show hard work on behalf of the organization. Commitment may also be measured in terms of the results of the organization, its objectives or the attitudes of employees towards their organization. Therefore, employee commitment has a positive relationship with employee engagement (Meyer, 2014).

Sub-component five of workplace climate is employee motivation. Employees who concentrate less on their jobs, deceive their supervisors and abandon their duties and responsibilities are less motivated. These employees tend to leave the organizations in case they are proved that they have other commitments elsewhere which indicates that they are less motivated. On the other hand, motivated employees are more productive, trustworthy, pioneering, hence produce quality results for work engaged. Therefore, significant relationship between employee motivation and engagement is celebrated (Engidaw, 2021; Shaheen & Farooqi, 2014).

1.7 Operational Definitions

For study purposes, the following terms are defined as:

Engagement: is the official conditions that someone must agree to before they can start to be employed by someone. It is also a concept of human resource which describes the level of interest and dedication of a worker's feeling towards work, (Rich, Lepine and Crawford 2020).

Physical engagement: is a situation where an employee is expected to be present at the place of work/station for a full day and perform the duties to satisfaction not to perform the duties due to fear of being reprimanded, (Fletcher et al., 2020; Iddagoda et al., 2022; Tensay & Singh, 2020).

Emotional engagement: is a situation where an employee is expected to be active, pleasant, enthusiasm, excited, energetic and interested of his/her work, (Mejalli, 2020).

Cognitive engagement: is the effort an employee puts at the place of work in terms of being focused and concentrate on all the activities he/she performs, (Mejalli, 2020).

Workplace: is the overall atmosphere or environment of a place of work. It involves the attitudes, organization values and behaviors of employees as well as the physical and social work place environment. The examples of work place climate include; suitable furniture, better designed work stations, good ventilation, no interrupting excessive sound, appropriate lighting, excellent administrator support, adequate work space, good communication skills, and availability of personal protective gears, (Crawford, 2020).

Leadership: is the capability of an individual or a group of people to encourage and guide followers or members of a society in achieving the organizational goals and objectives.

Therefore, employees need a leader who should guide them on how to be fully engaged at the work place, (Wen et al., 2022).

Employee relations: is the connection between or among an employer and his/her employees towards the achievement of the organization goals, (Wen et al., 2022).

Employee satisfaction: is a situation where employees are contented to their desires and needs at work place. This entails that an employee must satisfy his/her employer through performing his/her tasks and also making the contributions that the employer needs, (Rožman and Štrukelj., 2021).

Employee commitment: is a sense of responsibility that a person has towards the goals, mission, and vision of the organization he/she is attached to, (Rozman and Strukelj., 2021).

Employee motivation: is the set of psychological forces that drive persons within an organization to pledge, endure, and direct their professional behaviors towards achieving organizational goals, (Mejalli, 2020).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This Chapter provides an in-depth exploration of multifaceted relationship between workplace climate and employee engagement, drawing upon theoretical frameworks, conceptual review, and empirical studies from the existing literature.

2.2 Theoretical Review

This section covers the strength of Equity Theory in its relevance to research exploring the relationship between workplace climate and employee engagement. Equity Theory, posited by Stacy Adams, offers a compelling lens through which to understand and analyze the relationship between organizational workplace climate and employee engagement.

2.2.1 Equity Theory of Motivation

Originated by Stacey Adams in 1963, this theory has been frequently employed to elucidate the dynamics of workplace climate and employee engagement (Watters, 2021). Adams' Equity Theory proposes that employees assess their contributions and rewards relative to those of their peers, and if they perceive an inequity, they will take action to rectify it. The theory emphasizes that employees are driven to maintain a sense of fairness in comparison to others. Thus, if they sense unfair treatment, their motivation to exert effort may diminish (Kokkonen & Isomöttönen, 2020).

Equity Theory positions as a cornerstone in understanding the correlation between workplace climate and employee engagement across various organizational contexts. This theory explains how employees perceive fairness in the distribution of resources and rewards within their workplace environments (Watters, 2021). The Theory has been employed by O'Connor and Crowley-Henry (2019) to examine the relationship between

exclusive talent management, perceived organizational justice and employee engagement. Dawwas (2022) also used the concept to explain the relationship between workplace climate and employee engagement in Al-Shifa hospital, European, and Nasar hospital.

This concept was relevant to this study since it underlines the importance of perceived fairness in the workplace in terms of leadership, relations, satisfaction, commitment and motivation which are likely to improve on the employee engagement (Calecas, 2019; Dawwas, 2022).

2.3 Conceptual Review

This section offers a wide-ranging of conceptual review of the study variables, focusing on workplace climate and employee engagement.

2.3.1 Employee Engagement

Employee engagement entails the active involvement of individuals within an organization, where employees wholeheartedly invest themselves in their job responsibilities. It involves employees' self-motivation and the expression of their personal identity, involving their physical, cognitive, and emotional commitment to their work tasks (Sun & Bunchapattanasakda, 2019).

According to Sahni, (2021), work engagement can be described as a favorable and deeply satisfying mental state practiced by employees in relation to their work. It is marked by a strong sense of commitment, energy, and immersion in their job tasks. Employees who are extremely engaged make substantial contributions to attractive productivity and upholding elevated stages of satisfaction, citizenship behavior, and performance (Sahni, 2021).

Employee engagement is the fervent dedication an employee holds towards their work, which plays a pivotal role in achieving favorable job-related results. The constructive outcomes stemming from employee engagement resonate throughout the entire

organizational milieu, creating a ripple effect. Scientific inquiry has uncovered that extremely engaged employees wield influence over their colleagues by fostering elevated energy levels and self-confidence in the workplace. Drawing from these insights, employee engagement can be construed as the tangible manifestation of physical, psychological, and emotional enthusiasm exhibited by employees fully immersed and actively involved in their work (Sahni, 2021).

2.3.2 Workplace Climate

Workplace climate refers to an environment where employees experience a sense of security, calmness, and ease in carrying out their duties, which can enhance motivation and influence the overall atmosphere of work (Hicklenton et al., 2019). Maintaining a favorable and constructive workplace climate is paramount for strengthening productivity, presentation and overall organizational development. Conversely, if the workplace climate deteriorates, it directly undermines employee productivity, motivation, and satisfaction (Hussainy, 2022).

The workplace climate, characterized by the collective attitudes and perceptions of employees towards their work environment, stands out as a primary factor contributing to physician burnout (Sterling et al., 2022). The managerial climate encompasses several dimensions, including a people-oriented climate, an innovation-oriented climate, a goal-oriented climate and a rule-oriented climate. Organizations may exhibit varying degrees of emphasis on each dimension based on their values, goals, and priorities. Effective management of these dimensions is essential for generating a positive and conducive organizational climate that nurtures employee engagement, satisfaction, and performance (Hussainy, 2022).

2.4 Empirical Review

This section provides a wide-ranging of the empirical studies relevant to the study objectives. Through an evaluation of existing research, this section aims at elucidating the current state of knowledge and identify gaps in the literature related to the study objectives.

2.4.1 Leadership and Employee Engagement

Leadership refers to the deliberate influence exerted by specific individuals, known as leaders, to guide other individuals, their followers, toward achieving predetermined objectives. Effective leadership practices encourage a supportive and empowering work atmosphere where employees feel motivated, appreciated and committed to achieving organizational goals (Mazzetti & Schaufeli, 2022).

According to Nazir, O., & Islam, J. U. (2017), leaders show a crucial role in meeting the fundamental needs of their followers, thereby enhancing their levels of engagement. Specifically, engaged leaders are expected to: (1) motivate (for instance, by instilling enthusiasm in their followers for their vision and plans, by ensuring they feel their contributions are meaningful); (2) empower (such as granting followers autonomy and obligation, and by assigning tasks); and (3) foster connections (for instance, through encouraging collaboration and fostering a strong team spirit among employees). Consequently, by empowering, inspiring and fostering connections among their followers, leaders facilitate the satisfaction of their followers' competence, basic psychological needs for autonomy, and relatedness, respectively, that ultimately promotes work engagement (Nazir, O., & Islam, J. U., 2017).

A current study conducted by Salas-Vallina et al. (2021) explored how effective leadership could strengthen the impression of human resource (HR) practices aimed at pretty employees' physical, social well-being and psychological, over time. Teams led by

attracting leaders exhibited elevated levels of workplace trust in leadership and happiness alongside reduced levels of burnout related to teams led by less engaging leaders. Happiness and trust were identified as significant factors contributing to enhanced team performance. These results suggest that engaged leaders implement HR practices with careful consideration for promoting employee well-being, continually prioritizing the flourishing of their employees (Salas-Vallina et al., 2021).

Mazzetti and Schaufeli (2022) discovered the influence of engaging leadership on employee engagement. The findings of the study were positive and significant association among engaging leadership on employee engagement. It was established that leaders who were always ready to listen to their employees led to an improvement in the level of engagement. When leaders demonstrate a genuine willingness to listen to their employees, it raises a culture of open communication, mutual respect and trust. Employees feel appreciated, understood and heard which enhances their commitment to their work and the organization goals (Mazzetti & Schaufeli, 2022).

Thanh et al. (2022) investigated the relationship between leadership style and staff work engagement in Vietnam. Regression study was conducted on the gathered data to examine the hypothesis regarding the correlation between leadership styles and staff task engagement. The results of the regression finding indicated significant association between leadership style and staff work engagement in context of Vietnam. The findings revealed that leaders actively encouraged their staff to strive for successful outcomes which positively impacted on their engagement levels. By actively encouraging their employees, leaders foster a positive work environment that promotes goal attainment and performance excellence. Additionally, these findings may indicate that leadership behavior significantly

influences employee motivation, engagement, and overall organizational outcomes (Thanh et al., 2022).

In their study, Zhao and Sheng (2019) investigated the influence of leadership style on employee engagement. Their outcome demonstrated a positive correlation between charismatic leadership and employee engagement. Leaders who demonstrated a genuine appreciation for their employees were found to have a favorable influence on employee engagement levels. When leaders genuinely appreciate their employees, it raises a constructive and supportive work environment. Employees feel treasured, respected, and acknowledged for their contributions, which enhances their morale and motivation. This sense of appreciation can also lead to increased trust and loyalty toward the leader and the organization as a whole (Zhao & Sheng, 2019).

In their study, Mulievi and Tsuma (2021) examined the association between leadership and employee engagement within the Vihiga County government. Their research discovered a positive and significant connection between leadership and employee engagement. Specifically, it was observed that leaders within the Vihiga County government regularly provide employees with feedback, review their work, and keep them informed about organizational decisions. By regularly providing feedback, reviewing employee work, and keeping them informed about organizational decisions, leaders demonstrate a commitment to open communication, accountability, and employee involvement. This approach can subsidize to a affirmative work environment where employees sense that they are empowered, informed and valued. Additionally, it may substitute to collaboration, trust and alignment with organizational goals, ultimately leading to advanced levels of employee engagement, satisfaction, then performance (Mulievi & Tsuma, 2021).

According to Canavesi and Minelli (2022), employee engagement experienced a positive boost due to servant leadership practices within a prominent Italian consulting firm. Their observations highlighted that servant leaders prioritized employee satisfaction in the workplace, resulting in a favorable impact on overall employee engagement. When leaders prioritize employee satisfaction in the workplace, it creates a supportive and empowering climate where employees feel respected, motivated and valued. This focus on employee satisfaction fosters a sense of loyalty, commitment and trust among employees, leading to higher levels of engagement (Canavesi & Minelli, 2022).

2.4.2 Employee Relations and Employee Engagement

Employee relations serve as the foundation for building and maintaining positive relationships between employees and their organization. By fostering trust, conflict resolution, communication, a supportive workplace culture, recognition, and effective employee relations practices contribute to higher ranks of employee engagement and satisfaction. (Arimie, 2020). This segment covers the empirical literature on the correlation between employee relations and employee engagement.

Arimie (2020) examined the correlation among employer-employee correlation and employee engagement within a tertiary institution in Edo State. The findings from research unveiled that employee engagement emerges as a direct product of the quality of employer-employee relations. The study uncovered a good relation between management and employees within a tertiary institution in Edo State, ultimately bolstering employee engagement. Positive relations between management and employees often translate into improved employee engagement, productivity and performance. Engaged employees who have a good relationship with their supervisors are further motivated to contribute their best efforts, leading to increased productivity and organizational success (Arimie, 2020).

Che et al. (2022) conducted a study on the influence of the employee-organization relationship on work engagement. Their findings revealed a positive effect of the employee-organization relationship on work engagement. The results indicated presence of positive relations among employees, which had a distinguished influence on their level of engagement. The presence of positive relations among employees indicates a supportive and collaborative organizational climate. In such an environment, employees likely experience high levels of trust, mutual respect, and teamwork, which contribute to their overall engagement (Che et al., 2022).

Ahmed et al. (2017) investigated the relationship between employee relations with supervisors and employee engagement in Bangladesh. The study findings unveiled that the quality of employee relations with supervisors significantly impacted employee engagement. Additionally, the study observed that employees' appreciation of their colleagues' work and their trust in their colleagues contributed to heightened engagement at work. Appreciation of colleagues' work and trust in their abilities likely create a supportive social environment in the workplace. When employees feel sustained by their peers, they are more prospective to feel engaged and motivated in their tasks, knowing they can rely on their colleagues for assistance and encouragement when needed (Ahmed et al., 2017).

Kaushik and Guleria (2019) investigated the correlation between employee relations and engagement amidst the COVID-19 pandemic. Their research uncovered conflicts among employees were consistently resolved to benefit all parties during this period, leading to heightened employee engagement. Likewise, the study identified a strong tendency among employees to collaborate effectively with colleagues in task performance, which further bolstered employee engagement. The ability to resolve conflicts and collaborate effectively despite challenging circumstances such as the COVID-19 pandemic demonstrates the

adaptability and resilience of employees. When employees demonstrate these qualities, it can contribute to a sense of unity and solidarity within the organization, fostering a supportive work environment that promotes engagement and productivity (Kaushik & Guleria, 2019).

2.4.3 Employee Satisfaction and Employee Engagement

Employee satisfaction contributes a crucial role in fostering employee engagement by promoting motivation, commitment, productivity, and a positive workplace culture. Organizations that highlight employee satisfaction are more positioned to cultivate an engaged workforce that is committed to achieving organizational goals and driving long-term success (Reissová & Papay, 2021).

Vorina et al. (2017) examined the correlation among job satisfaction and employee engagement. The findings validated the connection between employee engagement and job satisfaction was both positive and statistically significant. The study revealed that a majority of employees expressed satisfaction with their work, which in turn boosted their level of engagement. The high level of employee satisfaction suggests that the organization raises a constructive work environment conducive to employee welfare and fulfillment. Employees who are satisfied with their work atmosphere are more likely to feel motivated and engaged in their tasks (Vorina et al., 2017).

Tentama et al. (2019) investigated the correlation between job satisfaction and employee engagement at University of X. The result findings indicated a positive association between job satisfaction and employee engagement at University of X. Specifically, employees expressed satisfaction with aspects such as working hours and leadership, which contributed to enhanced employee engagement within the institution. Satisfied employees with aspects of their work environment, such as working hours and leadership, are more committed and

motivated to their roles and the organization. This motivation and commitment contribute to advanced levels of engagement and performance (Tentama et al., 2019).

Sypniewska et al. (2023) examined the relationship between specific employee's ranks of job engagement and employee satisfaction. Research revealed significant correlation between employees' job engagement and satisfaction levels. Notably, the study highlighted that employee expressed satisfaction with training opportunities, which positively impacted their level of engagement. The satisfaction with training opportunities suggests that the organization prioritizes employee development and invests in providing relevant learning opportunities. Employees who have access to training programs have an advantage to feel valued by their organization and motivated to enhance their skills and knowledge, which can positively impact their engagement (Sypniewska et al., 2023).

Nambooze (2021) examined the correlation between job satisfaction and employee engagement among academic staff at Makerere University. The research presented significant positive association between job satisfaction and employee engagement. Specifically, the study findings identified that employees expressed satisfaction with the communication of organizational events and novelties. The satisfaction with communication of organizational events and novelties suggests that the organization prioritizes transparent and timely communication with its employees. Employees are kept informed about important events, updates, and changes within the organization, they are more prospective to feel connected, engaged, and aligned with the organization's goals and vision (Nambooze, 2021).

Djoemadi et al. (2019) explored the outcome of job satisfaction on employee engagement. Their findings indicated that within telecommunication network providers, job satisfaction could lead to heightened employee engagement. Particularly, satisfaction with working

conditions including aspects such as job security, lighting, comfort, air conditioning, and management policies emerged as the primary factor driving increased employee engagement. Satisfaction with working conditions indicates that the organization prioritizes the physical and psychological well-being of its employees. Employees who feel comfortable and secure in their work environment, may be motivated, focused, and engaged in their tasks (Djoemadi et al., 2019).

2.4.4 Employee Commitment and Employee Engagement

Employee commitment refers to the magnitude were employees are emotionally and psychologically invested in their tasks, their organization, and its goals. It reflects the loyalty, attachment, dedication that employees feel towards their job roles, colleagues, and the overall mission and values of the organization. Committed employees demonstrate a strong sense of responsibility, willingness and motivation to go overhead and beyond their job requirements to contribute to the achievement of the organization. Employee commitment encompasses factors such as engagement, loyalty, retention, and alignment with organizational objectives, and it is a crucial determinant of organizational performance and success Dariusz, J. (2023). This section presents the observed studies on the relationship between employee commitment and employee engagement.

Arifin, R., & Lo, S. J. (2020) investigated the correlation between employee engagement and organizational commitment in Jordan. Their research highlighted that frontline employee with elevated job engagement tend to exhibit a heightened level of commitment. Additionally, the findings underscored that a majority of employees expressed confidence in the successful development of their organization, which had a positive influence on their job engagement. Employees who believe in the successful development of their organization may feel a sense of purpose and fulfillment in their roles. This belief provides them with a clear

understanding of how their work contributes to the organization's growth and achievement of its goals, which can enhance their job engagement, (Arifin, R., & Lo, S. J. 2020).

In their study, Nazir and Islam (2017) found a positive and significant association between employee commitment and employee engagement in Indian higher education. Their study indicated that employees demonstrated a readiness to assist their colleagues in the workplace and spoke positively about the organization beyond its confines, thus substantially enhancing the stage of employee engagement. The willingness of employees to assist colleagues and advocate for the organization indicates high levels of engagement. Engaged employees are emotionally invested in their tasks and the organization, leading them above and beyond their job roles to contribute to its success. Their actions contribute positive work environment and substitute a sense of belonging and fulfillment amongst employees (Nazir & Islam, 2017).

Rameshkumar (2020) conducted a study examining the correlation between organizational commitment and employee engagement among Indian seafaring officers. The research affirmed positive relationship between organizational commitment and employee engagement in this group. Furthermore, the participants expressed a perception of safety in their employment within the organization. Employees feeling a wisdom of safety in their employment may indicate a perception of job security within the organization. When employees feel confident about the stability of their jobs, they experience reduced stress and anxiety, leading to higher levels of job satisfaction and engagement (Rameshkumar, 2020).

Odeny (2016), conducted research on the correlation between employee commitment and engagement within Barclays Bank of Kenya. The study revealed that employee commitment, as indicated by the happiness experienced when going to work, positively impacted employee engagement in Barclays Bank of Kenya. Employees who experience

happiness when going to work likely feel emotionally invested in their roles and the organization. This emotional commitment motivates them to actively get involved in their work and subsidize to the success of the organization, leading to higher levels of engagement (Wachira, 2013).

2.4.5 Employee Motivation and Employee Engagement

Employee motivation is utilized to involve employees in their work within the organization. In addition to motivation, many organizations have recognized the necessity of engaging their workforce to attain success in today's fiercely competitive environment. Employee motivation is not only essential for confirming that employees are actively involved in their work within the organization but also crucial for fostering a culture of productivity and commitment (Engidaw, 2021). This section presents the observed findings on the relationship between employee motivation and employee engagement.

In their research, Goel and Rashmi (2023) investigated the influence of motivation on employee engagement. Their findings unveiled a significant relationship between motivation and employee engagement. They discovered that prospects of autonomy in the workplace served as a motivating factor, leading to increased levels of employee engagement. Autonomy taps into employees' intrinsic motivation, which stems from their desire to have control over their work and make meaningful contributions. Once employees have the freedom to choose how they approach their tasks, they are individually invested in their work, leading to higher levels of engagement (Goel & Rashmi, 2023).

Bergström and Garcia Martinez (2016) investigated the influence of intrinsic and extrinsic motivation on employee engagement across public and private sector organizations. Their research revealed that both intrinsic and extrinsic motivation played a substantial role in influencing employee engagement within these sectors. The study highlighted that the

flexibility afforded to employees in their workplace significantly enhanced their engagement within the organizations. Providing flexibility in the workplace empowers employees to manage their work in a manner that suits their preferences and needs. The wisdom of control over their work environment enhance employees' feelings of autonomy and ownership, leading to higher levels of engagement (Bergström & Garcia Martinez, 2016).

Engidaw (2021) discovered a significant correlation between motivation and employee engagement within public sectors in the North Wollo zone. The acknowledgment praise received from employers for exemplary work significantly contributed to employee engagement in these sectors. Likewise, the availability of training and educational opportunities served as inspiring factor for employees, leading to increased levels of engagement in their work within public sectors. The acknowledgment of exemplary work taps into employees' intrinsic motivation, which arises from personal satisfaction and fulfillment derived from the work itself. Once employees receive recognition for their efforts, it reinforces their sense of accomplishment and encourages them to continue performing at a high level, leading to increased engagement.

The availability of training programs and educational opportunities demonstrates a commitment to employees' professional growth and development. When employees have access to resources and programs that help them enhance their skills and knowledge, more likely they feel they have invested in their careers and motivated to excel in their roles. This investment in employee development can lead to higher levels of engagement and retention (Engidaw, 2021).

Arifin and Lo (2020) explored the effect of motivation on employee engagement. Their research revealed that fostering opportunities for collaboration among employees and

delegating tasks to them positively influenced employee engagement. Fostering opportunities for collaboration among employees can enhance their sense of belonging and ownership within the organization. When employees work together towards common goals, it fosters a wisdom of camaraderie and mutual support, leading to increased engagement and satisfaction. Delegating tasks to employees demonstrates trust and confidence in their abilities to handle responsibilities. Empowered employees may further feel valued and motivated to contribute their best efforts, leading to the best levels of engagement and productivity (Arifin & Lo, 2020).

2.5 Research Gap

While numerous studies have discovered the relationship between workplace climate dimensions and employee engagement, there remains scarcity of research conducted within the public sector in Uganda. Consequently, there was a pressing need for the study to investigate the correlation between workplace climate and employee engagement specifically within Kira municipality.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter covers the research approach, research design, study population, sample size and selection, data collection methods, data collection instrument, quality control of research instruments, data collection procedures, data analysis, measurement of variables and ethical considerations.

3.2 Research Design

Research design is of paramount importance in any study as it serves as the blueprint for conducting rigorous and valid research. The researcher used a cross-sectional survey design where data was collected from a single point in time and a descriptive method was also used. The descriptive comparative described workplace climate and employee engagement in Kira Municipality, Wakiso District. It pronounced whether the public received the services they are supposed to receive. Cross-sectional survey offered a snapshot of a population at a single point in time, making it efficient for gathering data on a wide range of variables within a relatively short timeframe (Connelly, 2016).

3.3 Research Approach

Careful consideration of the research approach ensures that the study effectively addresses the research hypotheses and generates valid, reliable findings. The study used both quantitative and qualitative approaches. Quantitative research approach permits the researcher to obtain statistics needed to test the relationships between variables and study hypotheses by use of questionnaires (Taherdoost, 2022). Qualitative approaches allowed a detailed analysis of the variables of the work place climate and employee engagement through key informant interviews (Lewis Jr et al., 2020).

3.4 Study Population

The study population entails the group of individuals or elements that the researcher is attracted in studying and illustrates conclusions about (Banerjee & Chaudhury, 2010). The study focused on a population of 485 staff working in Kira Municipality under Finance, Statutory Bodies, Administration, Production and Marketing, Roads and Engineering, Education, Health, Natural Resources, Planning and Internal Audit and Community-Based Services (Kira Municipality, 2019).

3.5 Sample Size

Sample size looks at the number of individual units (such as people, objects, or events) involved in a research study or experiment. A sufficiently large sample size increases the possibility that the sample accurately signifies the population from which it was drawn. This helps in making generalizations about the population as a whole (Lakens, 2022). A sample of 270 respondents was obtained centered on Krejcie and Morgan (1970) tables as shown in Table 3.1.

3.6 Sampling Techniques

Sampling techniques are approaches used to select a subset of persons or units from a larger population for inclusion in a research study (Singh & Masuku, 2014). Simple random and purposive sampling technique are the techniques the researcher used in the selection of respondents. Simple random sampling was used in the selection of staff from different departments for structured questionnaires. Purposive sampling technique helped in identifying Heads of Divisions who are more knowledgeable about the activities of Kira Municipality. Therefore, the interview guide allowed the researcher to acquire information from respondents in depth from such knowledgeable respondents. The summary of study population, sample size, and sampling techniques are presented in Table 3.1.

Table 3.1: Target population, Sample size, and Sampling Techniques

Kira Municipality employment status	Target Population	Sample size	Sampling Technique
Administrative Staff	21	19	Purposive sampling
Finance Staff	7	7	Purposive sampling
Statutory Bodies Staff	5	5	Purposive sampling
Production and Marketing Staff	2	2	Purposive sampling
Health Staff	44	36	Purposive sampling
Education Staff	396	191	Simple random sampling
Roads and Engineering Staff	5	5	Purposive sampling
Natural Resources Staff	1	1	Purposive sampling
Community Based Services Staff	2	2	Purposive sampling
Internal Audit Staff	1	1	Purposive sampling
Total	485	270	

Source: Kira Municipality (2019)

3.7 Data Collection Methods

Questionnaire survey and interview methods were used by the researcher to obtain quantitative and qualitative data.

3.7.1 Questionnaire Survey Method

A questionnaire survey method is a research technique for collecting data from a sample of individuals by presenting them with a series of questions in a structured format. This method offers several advantages, including the capacity to assemble data from a large number of respondents efficiently, cost-effectiveness, standardized data collection procedures, and flexibility in administration methods (Bihu, 2021). This method was helpful in collecting data from Kira Municipality staff using structured questionnaire.

3.7.2 Interview Method

The interview method is a research technique used to gather data by directly engaging with individuals or groups through semi-structured conversations. Interviews allow researchers to explore participants' perspectives, experiences, attitudes, beliefs, and behaviors in-depth,

providing rich qualitative data (Alshenqeeti, 2014). This method proved invaluable in conducting key informant interviews with the department heads of Kira Municipality.

3.8 Data Collection Tools

The study used structured questionnaire to collect quantitative data and the interview guide to gather qualitative data.

3.8.1 Structured Questionnaire

Structured questionnaire comprises of a predetermined set of questions presented in a standardized format, typically with fixed response options such as multiple-choice, Likert scales, or rating scales. The questions are carefully designed to address specific research objectives and hypotheses, ensuring consistency in data collection across respondents (Cheung, 2021).

The self-administered questionnaire for the respondents was used in order to achieve significant data about the targeted population. A self-administered questionnaire is easy to quantify and analyze. It is simple, comparatively inexpensive and provide information from large numbers (Cheung, 2021).

The Likert scale statement of five levels of response of 1 - 5 were used, these involve; Strongly Disagree (1), Disagree (2), Not Sure (3), Agree (4) and Strongly Agree (5) with declaration. Respondents identified the response which was most suitable to him/her in relation to respective statement and the response was evaluated from 1 to 5 whereby the mean of all the items was considered.

3.8.2 Interview Guide

According to Amin (2005), an interview is defined as a face-to-face conversation aimed at exploring the respondent's perspectives to elucidate the study phenomenon. During the interview, the researcher posed questions to the respondents while recording their responses.

The interview guide was used to gather qualitative data, and open-ended questions were asked. The use of unstructured questions was to guide the study in collecting in-depth data, allowing for probing and enhancing the information obtained from both quantitative and qualitative data (Adhabi & Anozie, 2017).

3.9 Data Collection Quality Control

3.9.1 Validity

Validity is the degree to which a research study accurately measures or reflects the concept or phenomenon it entitles to measure. It is a fundamental aspect of research design and methodology and is essential for ensuring the credibility and reliability of study findings (Cohen et al., 2017). The validity was measured through the content review by justification of the objective of the study and was tested after designing the questionnaires and approval by the supervisor.

Validity was measured using content validity index which included data collected from the use of a specific instrument in representing exact domain of indicators of a certain concept. This checked the efficiency, appropriateness and effectiveness of the method. The corrections were made accordingly before pre-testing the instruments. Therefore, this study was conducted using the Content Validity Index (CVI) for questionnaires considering validity as follows:

$$CVI = \frac{\text{Total number of items declared relevant}}{\text{Total number of items in the tool}} = \frac{47}{52} = 90.4\%$$

The questionnaire was valid because the CVI was 0.9 which is above the threshold of 0.7 as Zamanzadeh et al. (2015) states.

3.9.2 Reliability

For the study instrument to be quantified as reliable, the instrument (questionnaire and interview guide) will be in position to produce consistent results under similar conditions. There are three reliability measures which include, internal consistency, stability and equivalence reliability. Internal consistency measures an extent of one construct, stability reliability measures consistency of the results using the instrument with several testing and equivalence reliability measure the consistency of several tests (Heale & Twycross, 2015). Therefore, the reliability of this research instrument was verified using Cronbach's alpha method as provided by Statistical Package for Social Scientists (SPSS) to determine the internal consistency. This method was appropriate for instrument since Likert scale constructs were used in this study. The questionnaire was reliable since Cronbach's alpha coefficient for the variables was above 0.7 as shown in Table 3.2.

Table 3.2: Test for Reliability of the Variables

Variable	Items	Cronbach's alpha coefficient
Leadership	6	0.826
Employee Relations	6	0.831
Employee Commitment	5	0.795
Employee Satisfaction	6	0.794
Employee Motivation	5	0.812
Employee Engagement	13	0.912
Average		0.828

3.10 Data Collection Procedure

The study commenced after acquiring an introductory letter from the Directorate of Research and Graduate Training, directed to the authorities in Kira Municipality, Wakiso District, seeking permission to conduct the research. Upon approval, the researcher orally communicated the significance of the study to the respondents and obtained their consent. Subsequently, questionnaires were administered by the researcher to ensure confidentiality

and accurate data collection. Collected data were then meticulously organized, entered, and summarized, with analysis facilitated through the utilization of the SPSS program.

3.11 Data Analysis

The researcher used descriptive and inferential methods in analyzing quantitative data by using Statistical Package for Social Sciences (SPSS) while qualitative data was analyzed using thematic analysis.

3.11.1 Quantitative Data Analysis

This analysis method allowed the researcher use computations in form of statistics to focus on statistical data sets. Descriptive and inferential statistics were used with the SPSS Version 3.0 program. Data collected was organized through cleaning and also checked for outliers, missing values and errors. Correlation analysis method was used to measure the strength and relationship between variables. Regression analysis method measured the impact of each independent variable on to the dependent variables.

3.11.2 Qualitative Data Analysis

The thematic analysis method was used in the course of analyzing qualitative data. To examine the qualitative data obtained from the key informants, the researcher employed a structured method allowing for a thorough exploration and interpretation of their viewpoints and experiences. Initially, the researcher transcribed or meticulously reviewed the audio or written recordings of the interviews or interactions with the key informants to confirm an accurate and complete representation of the qualitative data for analysis. Following this, the researcher immersed themselves in the data by repeatedly reading the transcripts or notes to gain a deep understanding of the key informants' responses, identifying prominent themes, concepts, or ideas that arise. In the final phase of analysis, the researcher integrated the findings by crafting a cohesive and detailed narrative or report that encapsulates the primary themes, sub-themes, and vivid descriptions derived from the qualitative data. This narrative

was reinforced with pertinent quotes or excerpts from the key informants, offering substantiation and authenticity to the conclusions drawn.

3.12 Measurement of Variables

Workplace climate was measured using constructs adapted from Maja et al. (2021), with a representative sample provided below and further detailed in Appendix I.

Leadership aspects were evaluated through statements such as "My employer always listens" and "My employer encourages me to achieve successful results."

Employee relations was measured by statements like "Good relations prevail between management and employees" and "Among employees, good relations prevail."

Employee commitment was assessed with statements such as "I believe in the successful development of our organization" and "I always help my colleagues."

Employee satisfaction was evaluated through statements like "I am satisfied with my work at my workplace" and "I am satisfied with the working hours at my workplace."

Finally, employee motivation was measured through statements such as "At my workplace, the possibility of autonomy motivates me for better performance" and "At my workplace, the possibility of flexibility motivates me for better performance."

Engagement was evaluated using items derived by Rich et al. (2010), with a selection provided below and further detailed in Appendix I.

Physical engagement was evaluated through statements like "I exert my full effort to my job" and "I devote a lot of energy to my job."

Emotional engagement was measured by statements including "I am enthusiastic in my job" and "I feel energetic at my job."

Cognitive engagement was assessed through statements like "At work, my mind is focused on my job" and "At work, I pay a lot of attention to my job."

These constructs were assessed using a five-point Likert scale, where respondents indicated their level of agreement on each statement. The scale ranged from 1 (strongly disagree) to 5 (strongly agree), through intermediate options including 2 (disagree), 3 (not sure), and 4 (agree).

3.13 Ethical Consideration

Collecting information from the field necessitated the researcher to acquire an authorization letter from the Directorate of Research and Graduate Training, ensuring compliance with institutional regulations and ethical standards. Upholding the principles of research ethics, including privacy, confidentiality, informed consent, and accuracy, was paramount throughout the study.

Respondents were informed that the data gathered was for research purposes, fostering transparency and trust in the data collection process. To maintain trustworthiness, rigorous adherence to reporting data methods and procedures were upheld, mitigating any potential misrepresentation, distortion, or fabrication of data. Additionally, respondents retained access to the research report upon request, fostering openness and accountability. Finally, all consulted resources were duly acknowledged in the references section, ensuring academic integrity and honoring intellectual contributions.

3.14 Limitation of the study

The researcher never assumed 100% error free findings, therefore 5% margin of error in testing the study hypotheses was used. This meant that the study findings were valid up to 95% significant level.

Duration; the data collection process started at a time when some respondents were administering UNEB Examinations, (September, October, and November, 2023) while the health sectors were promoting health Programs in various hospitals. This was mitigated by extending the data collection period.

Instrument; the research instruments (constructs) were not clear to some respondents in terms of interpretations. The constructs were verified for validity and reliability and were of standard. Therefore, the researcher had to interpret the constructs in order for the respondent to understand them better.

Return of questionnaires; the researcher estimated that the number of respondents stated may not be sufficient as some respondents may not bring back the questionnaires due to conditions beyond researcher's knowledge. In regard to this prediction, the researcher gave extra questionnaires than the required number to control the threat. And also, regularly reminding the respondents to submit the questionnaires through telephone calls, e-mails and physical visits.

Other influences; the research never had control over inessential variables like respondent's bias, local government workplace and engagement guidelines, of which they had conceivable effects on the findings. Therefore, the study findings were presented with acceptable error margin of $p\text{-value} > 0.05$.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter encompasses the presentation, analysis, and interpretation of findings related to the response rate, demographics, descriptive statistics, and study objectives.

4.1 Response Rate

The study targeted 265 respondents for structured interviews and 5 respondents for key informant interviews (270). A total of 198 structured questionnaires were collected, and 5 key informant interviews were conducted (203). The study achieved an overall response rate of 75.2% which demonstrated an impressive response rate indicating a robust engagement from the study participants in providing valuable information.

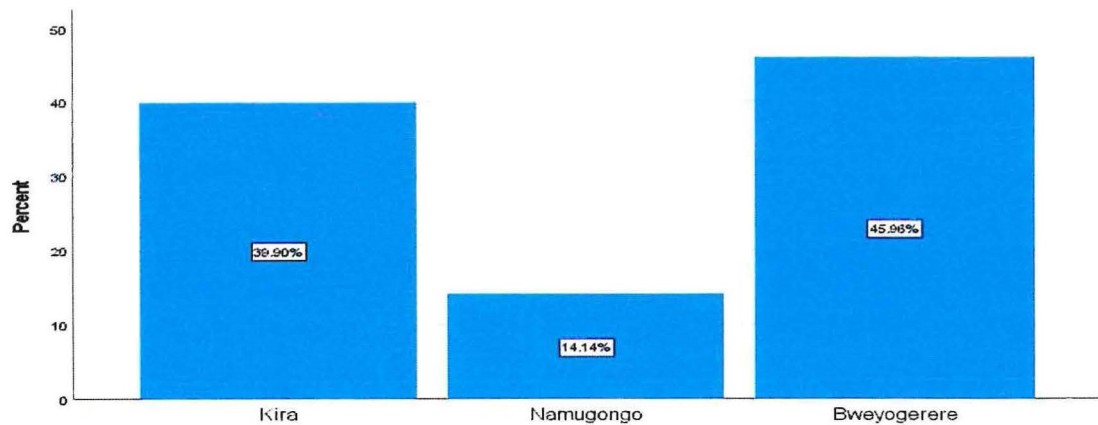
4.2 Demographic Features of Respondents

The demographic features of respondents were significantly important to the researcher because they could influence perceptions of workplace climate and employee engagement of employees of Kira Municipality. The surveyed demographics encompassed division name, gender, age, level of education, and years worked as illustrated in the figure below.

4.2.1 Distribution of Respondents by Division

The study assessed divisions within Kira Municipality where the respondents were employed, namely Kira, Namugongo, and Bweyogerere. The findings are shown in Figure 4.1 below.

Figure 4.1: Distribution of Respondents by Division



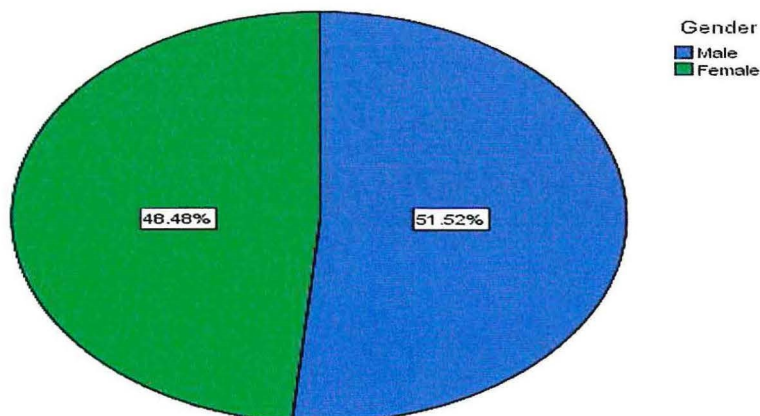
Source: Primary Data (2024)

Figure 4.1 above discloses that the majority of the surveyed respondents were employees of Bweyogerere division (46%), followed by Kira (39.9%), and the fewest were from Namugongo (14.1%). The varying representation from divisions implies that the observed relationship between workplace climate and employee engagement could potentially differ across these divisions.

4.2.2 Distribution of Respondents by Gender

The study aimed at examining the distribution of gender among the respondents. The findings of the study are outlined in Figure 4.2 below.

Figure 4.2: Distribution of Respondents by Gender



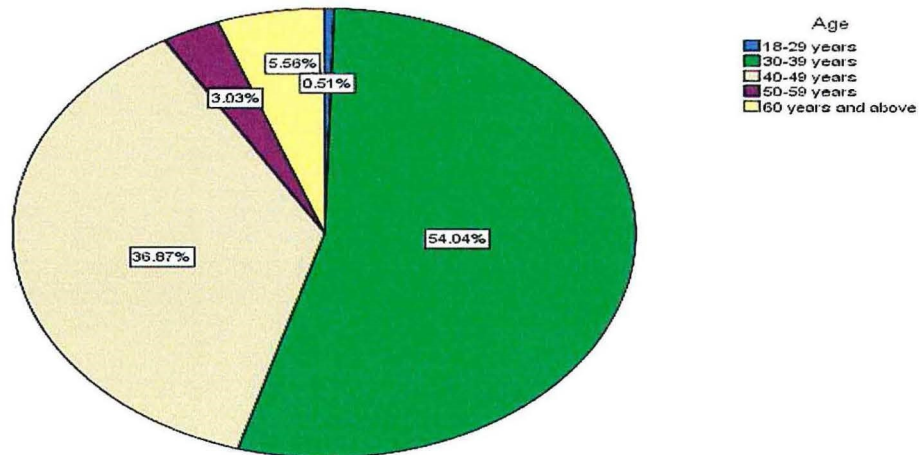
Source: Primary Data (2024)

The results presented in Figure 4.2 indicate that majority of respondents were males (51.5%), while females comprised the minority (48.5%). This indicates that Kira Municipality employs more men than women. This may suggest that the municipality deals with heavy workloads, requiring manpower primarily from men. For example, in fields such as engineering, teaching, transportation, and even health services.

4.2.3 Distribution of Respondents by Age Group

The study required to investigate the distribution of respondents across different age groups. The results are summarized in Figure 4.3 below.

Figure 4.3: Distribution of Respondents by Age Group



Source: Primary Data (2024)

Figure 4.3 illustrates that a larger proportion of respondents fell within the age range of 30 to 39 years (54%), while the smallest percentage was in a range of 18 to 29 years category (0.5%). The higher prevalence of respondents within the 30 to 39 years age group may imply that the workforce at Kira Municipality is predominantly composed of younger employees. A younger workforce typically signifies a diversity of ideas, experiences, and viewpoints. This diversity can foster creativity and problem-solving, leading to a more inclusive and engaging workplace climate.

4.2.4 Distribution of Respondents by Education Level

The study required to determine the distribution of respondents based on their education levels. Results are detailed in Table 4.1.

Table 4.1: Distribution of Respondents by Education Level

	Frequency	Percentage
Certificate	39	19.7
Diploma	12	6.1
Bachelors	129	65.2
Masters	16	8.1
Ph.D.	2	1
Total	198	100

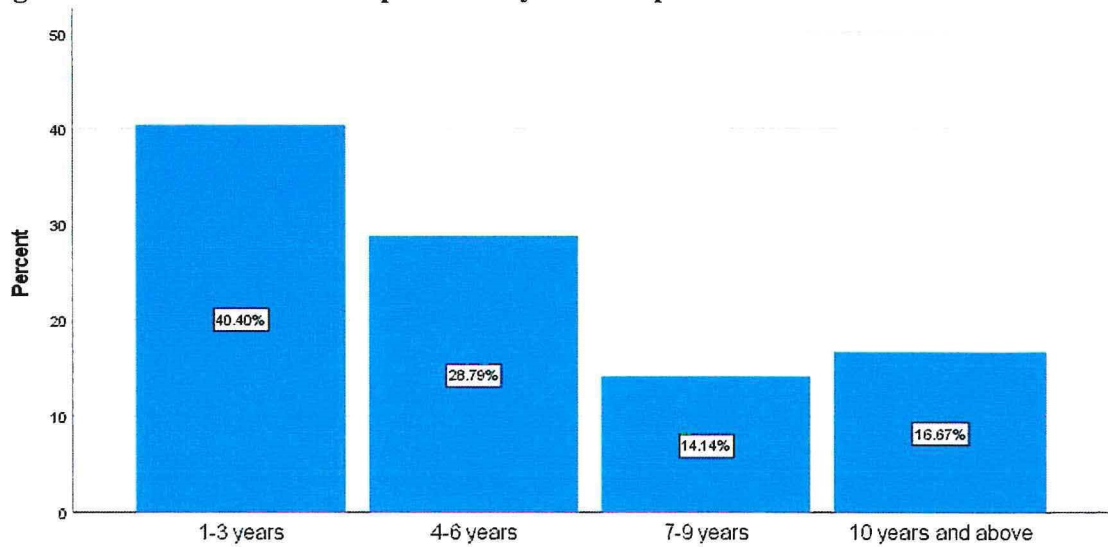
Source: Primary Data (2024)

The results presented in Table 4.1 indicate that the majority of respondents possessed a bachelor's degree (65.2%), with a small percentage holding a Ph.D. (1%). The prevalence of respondents with bachelor's degrees could indicate that the workforce possesses a considerable level of education and skill. This might be associated with the nature of job roles within the municipality, influencing the complexity of tasks and responsibilities, which, in turn, affects employee engagement.

4.2.5 Distribution of Respondents by Period Spent at Work

The study also aimed to determine the distribution of respondents based on the duration of time spent at work. The results are outlined in Figure 4.4.

Figure 4.4: Distribution of Respondents by Period Spent at Work



Source: Primary Data (2024)

The findings from Figure 4.4 indicate that majority of respondents had a tenure of 1 to 3 years (40.4%), whereas the least common duration of employment was between 7 to 9 years (14.1%). This may imply a relatively high turnover or a workforce that is still in the early stages of their careers at the municipality. This could impact the stability of the workforce and influence the overall workplace climate.

4.3 Descriptive Statistics of Study Variables

In this section, we present the descriptive statistics for the constructs associated with leadership, employee relations, employee satisfaction, employee commitment, employee motivation, and employee engagement in Kira Municipality. It is important to note that the items/constructs were evaluated on a five-point Likert scale. Consequently, mean score exceeding the threshold of 3 signifies respondents' agreement with the constructs, while a mean score below the threshold of 3 indicates respondents' disagreement with the constructs.

4.3.1 Descriptive statistics of respondents' perceptions of Leadership in Kira Municipality

This section explores the perceptions of respondents regarding leadership at Kira Municipality. It evaluates various aspects, including whether the employer is consistently

open to listening, encourages employees to attain successful outcomes, demonstrates appreciation for employees, provides feedback and reviews of their work, communicates organizational decisions to employees, and attends to employee satisfaction. The findings are outlined in Table 4.2.

Table 4.2: Descriptive Statistics of respondents' perceptions of Leadership in Kira Municipality

Constructs	Min	Max	Mean	SD
My employer is always ready to listen	1	5	4.06	0.91
My employer encourages me to achieve successful results	1	5	4.22	0.832
I feel that the employer values me as an employee	1	5	4.02	0.806
Employer gives me feedback and reviews about my work	1	5	3.93	0.904
Employer always informs me about the decisions of the organization	1	5	3.6	1.046
Employer takes care of employee satisfaction	1	5	3.87	0.963
Mean of means			3.95	

Source: Primary Data (2024)

Table 4.2 presents the findings of respondents' perceptions of leadership in Kira Municipality. The majority of respondents indicated that the employers are always ready to listen (mean = 4.06, SD = 0.91). The positive perception suggests a culture of open communication within the organization. Employees feeling heard can contribute to a more transparent and collaborative work environment. From the one-on-one key informant interviews, many participants emphasized that leaders demonstrate a genuine willingness to listen attentively to the concerns, suggestions, and feedback of the junior employees.

"I feel that our leaders truly value the input and opinions of the junior employees. There's a genuine willingness to listen and understand their perspectives, which makes them feel respected and valued as members of the team." interviewee 4 responded.

A larger proportion of respondents indicated that employers actively encourage employees to achieve successful results, as shown with a mean score of 4.22 and SD of 0.832. These

study findings may indicate that organizational leadership values and prioritizes employee success, providing tangible support, resources, and recognition to facilitate goal attainment.

The majority of respondents expressed that they feel valued by their employers at Kira Municipality as shown with a mean score of 4.02 and SD of 0.806. Employees who feel valued often are more motivated and contribute their best efforts. This can positively impact overall job performance and productivity. From key informant interviews, participants emphasized gestures such as personalized recognition, supportive feedback, and opportunities for professional growth, all of which contributed to a profound sense of belonging and fulfillment within the organization.

"As department heads, it's imperative for us to ensure that every member of our team feels valued and treasured. Our commitment to recognizing and acknowledging their contributions not only fosters a positive work environment but also drives success and excellence within our department." interviewee 2 added.

The majority of respondents expressed that their employers provide feedback and reviews about their work (mean = 3.93, SD = 0.904). The positive perception of receiving feedback indicates the existence of effective communication channels between employees and employers. This can contribute to clarity regarding job expectations, performance standards, and areas for improvement.

A significant majority of respondents indicated that employers consistently inform employees of the decisions concerning the organization, with a mean score of 3.6 and SD of 1.046 (mean = 3.6, SD = 1.046). Regularly informing employees about decisions implies a commitment to involving them in the organizational process. This can contribute to a sense of ownership and engagement among employees. An overwhelming majority also conveyed that employer's actively attend to employee satisfaction at Kira Municipality, as reflected in a mean score of 3.87 and SD of 0.963. The positive perception suggests the existence of

a work environment where employee satisfaction is prioritized. This can contribute to a positive workplace culture and overall employee well-being.

4.3.2 Descriptive Statistics of respondents' perceptions of Employee Relations in Kira Municipality

The study investigated the quality of relations between management and employees, the prevalence of positive relationships among employees, the degree to which employees appreciate their colleagues' work, the level of trust employees have in their colleagues, the effectiveness of conflict resolution among employees for mutual benefit, and the extent to which employees collaborate well with their colleagues in task performance. The findings are presented in Table 4.3.

Table 4.3: Descriptive Statistics of respondents' perceptions of Employee Relations in Kira Municipality

Constructs	Min	Max	Mean	SD
Between management and employee's good relation prevail	1	5	3.87	0.955
Good relations prevail among employees	1	5	3.98	0.726
In our organization we appreciate the work of our colleagues	1	5	4.06	0.814
I trust my colleagues	1	5	3.71	0.943
Conflicts between employees are always solved in total benefit	1	5	3.71	0.995
We cooperate very well with colleagues in the performance of our tasks	1	5	4.13	0.793
Mean of means			3.9	

Source: Primary Data (2024)

Table 4.3 presents the descriptive statistics concerning respondents' perceptions of employee relations in Kira Municipality. The findings indicated prevailing positive relationship between management and employees, with majority of respondents emphasizing this aspect (mean = 3.87, SD = 0.955). This implies that the majority of respondents perceive positive and harmonious relations between management and employees in Kira Municipality. This is a positive aspect as good employee relations are

frequently associated with increased productivity, job satisfaction, and overall organizational success.

From the qualitative interviews, department heads consistently emphasized the importance of fostering open communication channels, mutual respect, and trust between leadership and staff. They highlighted creativities as regular team meetings, one-on-one check-ins, and collaborative decision-making processes as instrumental in cultivating a supportive and cohesive work environment.

"....., we prioritize fostering a positive and collaborative relationship between management and employees. Our commitment to open communication, mutual respect, and recognition of contributions ensures that every member of our team feels valued and empowered to succeed." interviewee 1 commented.

The results reveal that a positive atmosphere characterizes the relationships among employees in Kira Municipality presenting a mean score of 3.98 and SD of 0.726. Such positive employee relations are often associated with increased productivity and employee engagement, reflecting positively on the municipality's overall performance and effectiveness.

The majority of respondents expressed that employees at Kira Municipality have a high level of appreciation for the work done by their colleagues, as reflected in a mean score of 4.06 and SD of 0.814. The implication of these findings is that there is a widespread acknowledgment and appreciation among employees at Kira Municipality for the work carried out by their colleagues. This positive perception suggests a combined and supportive work environment, which can contribute to enhanced team cohesion, job satisfaction, and overall workplace morale. Such positive sentiments may positively impact productivity and employee engagement, reflecting favorably on the municipality's organizational culture. The findings from key informant interviews indicated that department heads consistently

observe and acknowledge the high regard that employees hold for their colleagues' work, emphasizing the collaborative spirit and teamwork within the organization.

"At Kira Municipality, there's a palpable sense of appreciation among employees for the work done by their colleagues. This mutual respect and recognition create a collaborative environment where teamwork thrives and individuals feel valued for their contributions." interviewee 5 commented.

The discoveries reveal that a significant majority of respondents conveyed a high level of trust in their colleagues, as evidenced by a mean score of 3.71 and SD of 0.943. Trust is crucial for fostering a cooperative and collaborative work environment. High trust levels are often associated with improved teamwork, communication, and overall job satisfaction. This aspect can contribute to a positive organizational culture, leading to increased productivity and employee well-being.

The study revealed that conflicts between employees are consistently resolved to the mutual benefit, indicated by a mean score of 3.71 and SD of 0.995. Effectively addressing conflicts for mutual benefit is crucial for maintaining a positive organizational culture and would contribute to higher levels of employee engagement and productivity. The study also discovered that employees exhibited high level of cooperation with colleagues in the performance of their tasks, with a mean score of 4.13 and SD of 0.793. Recognizing and reinforcing this cooperative behavior can further strengthen the positive organizational dynamics, creating a foundation for sustained success and employee well-being.

4.3.3 Descriptive Statistics of respondents' perceptions of Employee Commitment in Kira Municipality

The study explored the respondents' perceptions regarding employee commitment at Kira Municipality. It explored whether respondents believe in the successful development of their organization, if they are consistently willing to assist their colleagues, if employees speak positively about the organization outside of it, if employment in the organization is

perceived as secure by respondents, and if respondents experience a sense of happiness when heading to work. The comprehensive findings are outlined in Table 4.4.

Table 4.4: Descriptive Statistics of respondents' perceptions of Employee Commitment in Kira Municipality

Constructs	Min	Max	Mean	SD
I believe in successful development of our organization	1	5	4.33	0.704
I am always willing to help my colleagues	1	5	4.32	0.666
Outside the organization employees are positively talking about it	1	5	3.81	0.931
Employment in the organization seems to me to be safe	1	5	3.92	0.912
I feel happiness when I am going to work	1	5	4.28	0.849
Mean of means			4.132	

Source: Primary Data (2024)

Table 4.4 displays respondents' perspectives on employee commitment in Kira Municipality. A substantial majority of participants conveyed a strong belief in the successful development of the organization, with a mean score of 4.33 and SD of 0.704. It implies that employees align their efforts with the organization's goals, fostering a sense of unity and purpose.

The predominant response from participants indicates a strong willingness to assist colleagues at work, with the highest proportion expressing this sentiment (mean = 4.32, SD = 0.666). This willingness to assist colleagues is indicative of a supportive and team-oriented environment, where employees actively engage in helping one another. This collaborative spirit can enhance overall productivity, as employees are likely to work together more effectively, share knowledge, and collectively overcome challenges. From the qualitative interviews, department heads consistently observed and commended the strong willingness of employees to assist their colleagues at work, reflecting a commitment to teamwork and mutual success within the organization. They often witness instances where employees

readily offer help, share expertise, and collaborate on projects, fostering a sense of camaraderie and unity among teams.

"....., there's an evident culture of collaboration and support among employees." interviewee 5 emphasized.

A significant majority of respondents indicated that employees speak positively about the organization outside of it as presented by a mean score of 3.81 and SD of 0.931. This suggests that Kira Municipality enjoys a positive reputation among its employees, and they are likely to act as ambassadors for the organization in external settings. This positive external communication may contribute to the overall achievement and sustainability of the organization.

A noteworthy percentage of respondents conveyed a sense of job security at Kira Municipality as shown with a mean score of 3.92 and SD of 0.912. Employees who feel secure in their positions are likely to be more engaged and focused on their tasks, leading to improved productivity. The study additionally discovered that respondents experience a sense of happiness when heading to work, having a mean score of 4.28 and SD of 0.849. Such positive emotions are often linked to increased job satisfaction, motivation, and overall well-being. Happy employees are productive, engaged and contribute positively to the work atmosphere. During one-on-one key informant interviews, department heads consistently observed and recognized the confidence and assurance that employees have in their positions within the organization.

"Employees demonstrate a strong sense of job security, reflecting their confidence in the stability and longevity of their roles. This assurance fosters a culture of loyalty and commitment, driving productivity and organizational success." interviewee 1 added

4.3.4 Descriptive Statistics of respondents' perceptions of Employee Satisfaction in Kira Municipality

This section outlines the descriptive statistics related to the components of employee satisfaction within Kira Municipality. It investigates respondents' satisfaction levels concerning their work, working hours, leadership within the organization, training opportunities, information about events and novelties, as well as the satisfaction with working conditions, encompassing factors like lighting, air conditioning, and signage. The details are summarized in Table 4.5.

Table 4.5: Descriptive Statistics of respondents' perceptions of Employee Satisfaction in Kira Municipality

Constructs	Min	Max	Mean	SD
At my work place I am satisfied with my work	1	5	4.08	0.833
At my work place I am satisfied with working hours	1	5	3.84	0.962
At my work place I am satisfied with the leadership in the organization	1	5	3.88	0.978
At my work place I am satisfied with possibilities of training	1	5	3.82	1.041
At my work place I am satisfied with the information about events, novelties in the organization	1	5	3.7	0.982
At my work place I am satisfied with the working conditions, such as better light, air conditioning and bigger inscriptions.	1	5	3.64	1.089
Mean of means			3.83	

Source: Primary Data (2024)

Table 4.5 illustrates the descriptive statistics capturing respondents' perceptions of employee satisfaction in Kira Municipality. The prevailing sentiment among respondents is satisfaction with their work at the workplace indicated with mean score of 4.08 and SD of 0.833. This finding implies that Kira Municipality has successfully cultivated a work environment that meets the prospects and satisfaction of employees. Satisfied employees are often more engaged, motivated, and likely to deliver higher levels of performance. From the qualitative interviews, department heads consistently observed and acknowledged the positive feedback and expressions of contentment from employees regarding their roles and responsibilities. They often witness instances where employees demonstrate enthusiasm,

dedication, and pride in their work, contributing to a vibrant and productive work environment.

"At our workplace, there's a prevailing sense of satisfaction among employees with their work. This positive sentiment reflects their enthusiasm, dedication, and pride in their roles, contributing to a vibrant and productive environment." interviewee 3 commented.

The results indicate that respondents expressed satisfaction with their working hours at the workplace (mean = 3.84, SD = 0.962). This implies that Kira Municipality has established a balance in working hours that aligns with the satisfaction of its employees. Satisfactory working hours are often associated with enhanced work-life balance, enhanced overall job satisfaction and reduced stress.

The study results indicated that respondents are satisfied with the leadership at their workplace, as evidenced by a mean score of 3.88 and SD of 0.978. The satisfaction with leadership signifies that the leadership within Kira Municipality is perceived positively by employees. Effective leadership is often associated with organizational success, employee satisfaction, and a positive workplace culture.

The majority of respondents expressed satisfaction with the training opportunities provided at their workplace as it indicated mean score of 3.82 and SD of 1.041. The satisfaction with training opportunities suggests that employees have access to programs that contribute to the development of their skills and knowledge. This can result in a more capable and versatile workforce, positively impacting the organization's overall performance.

A substantial number of respondents conveyed satisfaction information provided about events and novelties within the organization at their workplace (mean = 3.7, SD = 0.982). The satisfaction with information about events and novelties implies that communication channels within Kira Municipality are perceived as effective. Clear and timely communication fosters transparency, keeping employees informed and engaged.

The study uncovered that the respondents at Kira Municipality expressed satisfaction through the prevailing working conditions, including factors such as improved lighting, air conditioning, and larger signage (mean = 3.64, SD = 1.089). This implies that a workplace with satisfactory working conditions is likely to enhance employee productivity. Adequate lighting and comfortable temperatures are known to positively influence concentration and performance, potentially leading to increased efficiency and effectiveness in tasks.

4.3.5 Descriptive Statistics of respondents' perceptions of Employee Motivation in Kira Municipality

This section provides descriptive statistics for constructs related to employee motivation in Kira Municipality. It examines the possibility of autonomy at work, flexibility in the workplace, compliments from the employer for good work, opportunities for training and education, and the chance to collaborate with other employees and allocation of work motivate respondents for better performance at the organization. The detailed results are outlined in Table 4.6.

Table 4.6: Descriptive Statistics of respondents' perceptions of Employee Motivation in Kira Municipality

Constructs	Min	Max	Mean	SD
Possibility of autonomy at work motivates me for better performance my work	1	5	3.78	0.967
Possibility of flexibility in the work place motivates me for better performance at my work	1	5	3.93	0.867
Compliments from the employer for good work motivate me for better performance at my work	1	5	3.99	0.94
Possibility for training and education motivates me for better performance at my work	1	5	3.99	0.864
Possibility of cooperation with other employees and allocation of work motivates me for better performance at my work	1	5	4.08	0.818
Mean of means			3.954	

Source: Primary Data (2024)

Table 4.6 showcases the descriptive statistics capturing respondents' perspectives on employee motivation in Kira Municipality. Predominantly, the findings indicate that the prospect of autonomy at work serves as a motivation for respondents to enhance their

performance (Mean = 3.78, SD = 0.967). Autonomy often fosters a sense of authorization which can contribute to advanced levels of engagement. Engaged employees are more committed to their work and the organization, leading to improved overall performance.

The findings from respondents indicated that the prospect of flexibility in the workplace serves as a motivation for better performance at work (Mean = 3.93, SD = 0.867). Flexibility in the workplace can result in increased productivity. Employees may find it easier to focus and deliver high-quality work when they have control over their work schedules and arrangements. From the perspective of department heads, there is a clear recognition of the need of elasticity in the workplace as a motivator for improved performance among employees. Department heads consistently observed and acknowledged the positive impact that offering flexibility in work arrangements has on employee morale, engagement, and productivity.

"Flexibility in the workplace serves as a powerful motivator for better performance among employees. By offering opportunities for adaptability in work arrangements, we empower our workforce to thrive and excel in their roles." interviewee 4 commented

The predominant response from a significant majority of respondents indicated that receiving compliments from the employer for good work serves as a motivating factor for better performance as evidenced by a mean score of 3.99 and SD of 0.94. When employees feel recognized and valued for their contributions, it may positively impact their job satisfaction and overall sense of well-being.

The substantial respondents indicated that the prospect of training and education serves as a motivation for better performance as shown by a mean score of 3.99 and SD of 0.864. Providing training and education opportunities signals Kira Municipality commitment to the professional growth of its employees. Employees engaged and feel supported in their development, are more expected to be committed to their work and the organization.

The prevailing sentiment among the majority of respondents indicated that the prospect of teamwork with other employees and the distribution of work serves as a motivation for healthier performance at work (mean = 4.08, SD = 0.818). The emphasis on cooperation suggests a focus on interpersonal skills and the capacity to work effectively in a team. Such collaboration contributes to the development of teamwork and communication skills, which are valuable for professional growth.

4.3.6 Descriptive statistics of respondents' perceptions of Employee Engagement in Kira Municipality

This study investigated the descriptive statistics related to the constructs of employee engagement within Kira Municipality. The investigation encompassed respondents' perspectives on physical engagement, emotional engagement, and cognitive engagement. The details of the findings are summarized in Table 4.7.

Table 4.7: Descriptive Statistics of respondents' perceptions of Employee Engagement in Kira Municipality

Constructs	Min	Max	Mean	SD
Physical Engagement				
I exert my full effort to my job	1	5	4.36	0.732
I devote a lot of energy to my job	1	5	4.34	0.7
I try my hardest to perform well on my job	1	5	4.38	0.7
I strive as hard as I can to complete my job	1	5	4.38	0.729
Emotional Engagement				
I am enthusiastic in my job	1	5	4.31	0.756
I feel energetic at my job	1	5	4.25	0.804
I am interested in my job	1	5	4.42	0.728
I feel positive about my job	1	5	4.45	0.702
Cognitive Engagement				
At work, my mind is focused on my job	1	5	4.23	0.823
At work, I pay a lot of attention to my job	1	5	4.29	0.749
At work, I focus a great deal of attention on my job	1	5	4.29	0.757
At work, I am absorbed by my job	1	5	4.14	0.89
At work, I devote a lot of attention to my job	1	5	4.31	0.722
Mean of means			4.32	

Source: Primary Data (2024)

Table 4.7 presents the descriptive statistics capturing respondents' perceptions of employee engagement in Kira Municipality. Concerning physical engagement, the majority of respondents revealed a high level of commitment to their jobs, (mean 4.36, SD = 0.732), devoting a significant amount of energy (mean 4.34, SD = 0.700), trying their hardest to perform well (mean 4.38, SD = 0.700), and striving to complete tasks to the best of their ability (mean 4.38, SD = 0.729). The robust physical engagement observed suggests a positive work culture within Kira Municipality. Employees actively invest their energy and effort into their roles, contributing to a collaborative and motivated workplace atmosphere.

Regarding emotional engagement, the majority of respondents conveyed a high level of positive sentiments in their jobs. The mean scores reflect this enthusiasm, with respondents reporting being enthusiastic (mean = 4.31, SD = 0.756), feeling energetic (mean = 4.25, SD = 0.804), expressing interest (mean = 4.42, SD = 0.728), and maintaining a positive outlook

(mean = 4.45, SD = 0.702) about their respective roles. The consistently high mean scores suggest a positive and enthusiastic workplace atmosphere. Employees who express enthusiasm, energy, interest, and positivity contribute to a vibrant and uplifting work environment.

In light of cognitive engagement, a larger proportion of respondents indicated a strong mental focus on their jobs while at work (mean = 4.23, SD = 0.823). They reported paying considerable attention (mean = 4.29, SD = 0.749) and directing a substantial amount of focus toward their tasks (mean = 4.29, SD = 0.757). Furthermore, respondents expressed being absorbed by their jobs (mean = 4.14, SD = 0.890) and dedicating a significant amount of attention to their professional responsibilities (mean = 4.31, SD = 0.722). The consistently high mean scores indicate a strong cognitive engagement, with employees focusing, paying attention, and dedicating substantial mental effort to their jobs. Employees who are cognitively engaged are likely to be more productive. The reported attention and focus on tasks imply that employees are actively involved in their tasks, contributing to advanced levels of efficiency and output.

4.4 Correlation between the study variables

This section investigates the relationships among the study variables. It explores the correlation between leadership, employee relations, employee satisfaction, employee commitment, employee motivation, and employee engagement within Kira Municipality. The findings are outlined in Table 4.8.

Table 4.8: Correlation between the study variables

		Mean	SD	1	2	3	4	5	6
1	Leadership	3.95	0.91	1					
2	Employee Relations	3.90	0.871	.653**	1				
3	Employee Commitment	4.13	0.607	.659**	.661**	1			
4	Employee Satisfaction	3.83	0.659	.669**	.693**	.679**	1		
5	Employee Motivation	3.95	0.674	.529**	.614**	.688**	.715**	1	
6	Employee Engagement	4.32	0.526	.533**	.587**	.671**	.598**	.577**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data (2024)

Table 4.8 presents the correlation between study variables. The findings disclose a positively and correlation relationship between leadership and employee engagement at Kira Municipality ($r = 0.533^{**}$ $p < 0.01$). The positive correlation suggests that effective leadership practices within Kira Municipality is associated with higher levels of employee engagement. This could indicate that leaders at Kira Municipality are successfully motivating and inspiring their teams. From the qualitative views of department heads, the findings underscore the critical role of leadership in driving employee engagement at Kira Municipality. Department heads often witness instances where strong and visionary leadership inspires trust, motivation, and a wisdom of purpose among teams, leading to increased productivity and job satisfaction.

"Effective leadership at Kira Municipality plays a fundamental role in cultivating employee engagement and fostering a culture of commitment and productivity. Through visionary guidance and supportive practices, our leadership inspires trust, motivation, and a shared sense of purpose among our teams." interviewee 1 commented

The findings indicate the positive correlation relationship between employee relations and employee engagement at Kira Municipality ($r = 0.587^{**}$, $p < 0.01$). The findings may imply that fostering good employee relations within Kira Municipality may be a key factor in

promoting higher levels of employee engagement. Positive employee relations may contribute to general employee satisfaction. Satisfied employees are more expected to be committed and engaged to their tasks, leading to higher stages of productivity and organizational success. From the qualitative interviews, was observed that there is a strong relationship between positive employee relations and heightened levels of engagement among staff members. Department heads often witness cases where effective communication, mutual respect, and collaborative teamwork contribute to a supportive and cohesive work environment.

"At Kira Municipality, positive employee relations form the foundation of our culture, fostering a sense of belonging and collaboration amongst staff. Through effective communication and mutual respect, we cultivate an environment where employees are engaged, committed, and motivated to contribute their best work." interview 4 commented.

The correlation analysis reveals positive correlation relationship between employee commitment and employee engagement at Kira Municipality ($r = 0.671^{**}$, $p < 0.01$). This implies that higher levels of employee commitment within the organization are associated with increased levels of employee engagement. Therefore, the research hypothesis was accepted.

The study reveals a positive and correlation between employee satisfaction and employee engagement at Kira Municipality ($r = 0.598^{**}$, $p < 0.01$). The positive correlation suggests a mutual reinforcement between employee satisfaction and engagement. As employees find satisfaction in their work, they are more expected to engage in their tasks and contribute positively to the organization.

The correlation findings also highlight positive and correlation relationship between employee motivation and employee engagement at Kira Municipality ($r = 0.577^{**}$, $p <$

0.01). This implies that when employees are motivated and driven toward achieving their goals, there is a parallel increase in their engagement levels. Motivated employees may feel empowered to take ownership of their work and contribute actively to the organization.

4.5 Regression Analysis

This section shows the regression analysis results showing the impact of each independent variable (leadership, employee relations, employee satisfaction, employee commitment, and employee motivation) onto the dependent variable (employee engagement) within Kira Municipality. The first subsection introduces the simple linear regression model to examine the influence of these variables.

4.5.1 Simple Linear Regressions of the Study Variables

This section covers the individual influence of leadership, employee relations, employee satisfaction, employee commitment, and employee motivation on employee engagement within Kira Municipality.

4.5.1.1 Leadership and Employee Engagement

This section focuses on the specific outcome of leadership on employee engagement within Kira Municipality. The results of this analysis are detailed in Table 4.9.

Table 4.9: Simple Linear regression of the effect of Leadership on Employee Engagement

	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.662	.191		13.945	.000
Leadership	.420	.048	.533	8.813	.000
Model Summary					
R Square	.284				
Adjusted R Square	.280				
ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	15.508	1	15.508	77.670	.000
Residual	39.135	196	.200		
Total	54.644	197			
Dependent Variable: Employee Engagement					
Source: Primary Data (2024)					

The findings in Table 4.9 showed that leadership had a positive and significant effect on employee engagement in Kira Municipality ($b = 0.420$, $p < 0.05$). The results indicate that leadership accounts for 28% of the variation in employee engagement. The ANOVA results demonstrate that leadership has an overall significant effect on employee engagement in Kira Municipality ($F = 77.670$, $p = 0.000$).

4.5.1.2 Employee Relations and Employee Engagement

This section presents the findings of simple linear regression of the effect of employee relations and employee engagement in Kira Municipality. The findings are presented in Table 4.10.

Table 4.10: Simple Linear Regression findings of the effect of Employee Relations on Employee Engagement in Kira Municipality

Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.448	.187		13.090	.000
Employee Relations	.479	.047	.587	10.156	.000
Model Summary					
R Square	.345				
Adjusted R Square	.341				
ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	18.840	1	18.840	103.136	.000
Residual	35.804	196	.183		
Total	54.644	197			
Dependent Variable: Employee Engagement					
Source: Primary Data (2024)					

The regression findings in Table 4.10 reveal that employee relations have the positive and statistically significant effect on employee engagement in Kira Municipality ($b = 0.479$, $p < 0.05$). According to the model summary, employee relations account for 34.1% of the variation in employee engagement, while 65.9% explained by other factors. The ANOVA findings demonstrate that employee relations have an overall positive and significant effect on employee engagement ($F = 103.136$, $p = 0.000$).

4.5.1.3 Employee Satisfaction and Employee Engagement

This section presents findings of the simple linear model regarding the effect of employee satisfaction on employee engagement in Kira Municipality. The results are shown in Table 4.11.

Table 4.11: Simple Linear Regression findings of the effect of Employee Satisfaction on Employee Engagement

	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.488	.178		13.982	.000
Employee Satisfaction	.478	.046	.598	10.448	.000
Model Summary					
R Square	.358				
Adjusted R Square	.354				
ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	19.547	1	19.547	109.157	.000
Residual	35.097	196	.179		
Total	54.644	197			
Dependent Variable: Employee Engagement					
Source: Primary Data (2024)					

The regression findings in Table 4.11 indicate the positive and significant effect of employee satisfaction on employee engagement in Kira Municipality with ($b = 0.478$, $p < 0.05$). The model summary shows that employee satisfaction can explain 35.4% of the variation in employee engagement, the remaining 64.6% being influenced by other factors. Additionally, the ANOVA results demonstrated that employee satisfaction had an overall significant effect on employee engagement in Kira Municipality ($F = 109.157$, $p < 0.05$).

4.5.1.4 Employee Commitment and Employee Engagement

This section presents the simple linear regression findings regarding effect of employee commitment on employee engagement in Kira Municipality. The results are detailed in Table 4.12.

Table 12: Simple Linear Regression findings of the effect of Employee Commitment on Employee Engagement

Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.919	.192		9.999	.000
Employee Commitment	.581	.046	.671	12.655	.000
Model Summary					
R Square	.450				
Adjusted R Square	.447				
ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	24.572	1	24.572	160.158	.000 ^b
Residual	30.071	196	.153		
Total	54.644	197			
Dependent Variable: Employee Engagement					

Source: Primary data (2024)

The findings in Table 4.12 indicate that employee commitment had a positive and significant effect on employee engagement in Kira Municipality ($b = 0.581$, $p < 0.05$). The model summary revealed that employee commitment accounted for 44.7% of the variations in employee engagement, with the remaining 55.3% attributed to other factors. Additionally, the ANOVA findings confirm that employee commitment had an overall positive and significant effect on employee engagement ($F = 160.158$, $p < 0.05$).

4.5.1.5 Employee Motivation and Employee Engagement

This section presents findings of the simple linear regression regarding the effect of employee motivation on employee engagement in Kira Municipality. Results are presented in Table 4.13.

Table 13: Simple Linear Regression of effect of Employee Motivation on Employee Engagement

	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.539	.183		13.898	.000
Employee Motivation	.451	.046	.577	9.897	.000
Model Summary					
R Square	.333				
Adjusted R Square	.330				
ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	18.209	1	18.209	97.956	.000
Residual	36.435	196	.186		
Total	54.644	197			
Dependent Variable: Employee Engagement					
Source: Primary Data (2024)					

The findings in Table 4.13 reveal that employee motivation has a positive and significant effect on employee engagement in Kira Municipality ($b = 0.451$, $p < 0.05$). The model summary findings indicate that employee motivation accounts for 33% of the variations in employee engagement, while the remaining 67% is influenced by other factors. Furthermore, the ANOVA results show that employee motivation has an overall significant effect on employee engagement ($F = 97.956$, $p < 0.05$).

4.5.2 Multiple Linear Regressions of the study variables

This section presents the combined effect of leadership, employee relations, employee satisfaction, employee commitment, and employee motivation on employee engagement within Kira Municipality. The findings are in Table 4.14.

Table 4.14: Multiple Linear Regression findings of predictor variables on the Dependent Variable

	Coefficients			T	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	1.615	.196		8.222	.000
Leadership	.028	.060	.035	.459	.046
Employee Relations	.127	.064	.155	1.976	.000
Employee Commitment	.332	.071	.383	4.640	.000
Employee Satisfaction	.105	.070	.131	1.501	.035
Employee Motivation	.083	.062	.106	1.332	.014
Model Summary					
R Square	.506				
Adjusted R Square	.493				
ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	27.667	5	5.533	39.384	.000
Residual	26.976	192	.141		
Total	54.644	197			
Dependent Variable: Employee Engagement					
Source: Primary Data (2024)					

Table 4.14 presents the combined influence of leadership, employee relations, employee satisfaction, employee commitment, and employee motivation on employee engagement within Kira Municipality. The regression results revealed that leadership ($b = 0.028$, $p = 0.046$), employee relations ($b = 0.127$, $p = 0.000$), employee commitment ($b = 0.332$, $p = 0.000$), employee satisfaction ($b = 0.105$, $p = 0.035$), and employee motivation ($b = 0.083$, $p = 0.014$) positively and significantly influence employee engagement. This indicates that a one-unit increase in leadership, employee relations, employee commitment, employee satisfaction, and employee motivation increases employee engagement by 0.028, 0.127, 0.332, 0.105, and 0.083, respectively.

The model summary shows that when all the independent variables are combined, they account for or predict 49.3% of the variations in employee engagement, while the remaining 50.7% is attributed to other factors. The ANOVA findings indicated that leadership, employee relations, employee satisfaction, employee commitment, and employee motivation have an overall significant effect on employee engagement ($F = 39.384$, $p = 0.000$).

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

Chapter four encompassed the presentation, analysis, and interpretation of the findings. The present section, however, covers the summary of the findings, discussion, conclusions, and recommendations.

5.1 SUMMARY OF FINDINGS

This section provides a comprehensive summary of the findings derived from research objectives that guided the study.

5.1.1 Leadership and Employee Engagement

The regression findings revealed a positive and significant effect on employee engagement at Kira Municipality with $b = 0.420$, $p < 0.05$. The study reveals that the relationship had higher levels of employee engagement with a variation of 28%. The findings confirm with the rejection of the null hypothesis that “there is no significant relationship between leadership and employee engagement in Kira Municipality”. Therefore the ANOVA results indicated that leadership had an overall effect on employee engagement with ($F = 77.670$, $p = 0.000$).

5.1.2 Employee Relations and Employee Engagement

The findings presented a positive and statistical significant effect on employee relations and employee engagement. The results were presented with $b = 0.479$, $p < 0.05$. The model summary showed that employee relations accounted for 34.1% of variation in employee engagement and the remaining 65.9% was explained by other factors. The ANOVA

findings demonstrated that employee relations had a positive and significant effect on employee engagement with ($F = 103.136, p = 0.000$).

5.1.3 Employee Commitment and Employee Engagement

The association between employee commitment had a positive and statistical significant effect on employee engagement with ($b = 0.581, p < 0.05$). The model summary reveals that employee commitment accounted for 44.7% of the variations in employee engagement. The remaining 55.3% attributed to other factors. In addition to this, the ANOVA findings confirmed to that employee commitment had an overall positive and significant effect employee engagement with ($F = 160.158, p < 0.05$).

5.1.4 Employee Satisfaction and Employee Engagement

The regression study revealed a positive and statistical effect of employee satisfaction on employee engagement with ($b = 0.478, p < 0.05$). The model summary represented employee satisfaction with 35.4% of the variation on employee engagement and 64.6% being influence by other factors. ANOVA demonstrated that employee satisfaction had an overall significant effect on employee engagement indicating ($F = 109.157, p 0.05$).

5.1.5 Employee Motivation and Employee Engagement

The regression findings revealed a positive and statistical association of employee motivation on employee engagement with ($b = 0.451, p < 0.05$). This implies that when employees are motivated and driven toward achieving their goals, there may be a parallel increase in their engagement levels. The model summary findings also indicated that employee motivation accounted for 33% of the variations in employee engagement while 67% is influenced by other factors. In addition to this, ANOVA results indicated employee motivation with an overall significant effect on employee engagement with ($F = 97.956, p < 0.05$).

5.2 DISCUSSION OF FINDINGS

The discussion of findings is meticulously aligned with the objectives of the study, ensuring a focused and comprehensive analysis of the research outcomes.

5.2.1 Leadership and Employee Engagement

The findings revealed positively and statistically significant relationship between leadership and employee engagement at Kira Municipality. The positive correlation suggests that effective leadership practices within Kira Municipality have a relationship with higher levels of employee engagement. The findings are aligned with the previous studies which revealed a positive and significant relationship between leadership and employee engagement (Mazzetti & Schaufeli, 2022; Mulievi & Tsuma, 2021; Thanh et al., 2022).

The respondents indicated that the employers at Kira municipality are always ready to listen. The positive perception suggests a culture of open communication within the organization. Employees feeling heard may contribute to a more transparent and collaborative work environment. The outcomes are in agreement with that of Mazzetti and Schaufeli (2022) who established that leaders who were always ready to listen to their employees led to an improvement in the level of engagement. When leaders demonstrate a genuine willingness to listen to their employees, it encourages a culture of open communication, mutual respect and trust.

A larger proportion of respondents indicated that employers actively encourage employees to achieve successful results. These findings may indicate that organizational leadership values and prioritizes employee success, providing tangible support, resources, and recognition to facilitate goal attainment. The findings are aligned with that of Thanh et al. (2022) revealed that leaders actively encouraged their staff to strive for successful outcomes which positively impacted on their engagement levels. By actively encouraging their

employees, leaders foster a positive work environment that promotes goal attainment and performance excellence.

The majority of respondents expressed that they feel valued by their employers at Kira Municipality. Valued employees are often motivated to contribute their best efforts. This can positively impact on an overall job performance and productivity. The findings are aligned with that of Zhao and Sheng (2019) who emphasized that leaders who demonstrated a genuine appreciation for their employees were found to have a favorable influence on employee engagement levels. When leaders genuinely appreciate their employees, it nurtures a positive and supportive work environment.

The majority of respondents expressed that their employers provide feedback and reviews about their work. The positive perception of receiving feedback indicates the existence of effective communication channels between employees and employers. This may contribute to clarity regarding job expectations, performance standards, and areas for improvement. The findings align with that of Mulievi and Tsuma (2021) who observed that leaders within the Vihiga County government regularly provided employees with feedback and reviewed their work. By regularly providing feedback and reviewing employee work, leaders demonstrate a commitment to open communication, accountability, and employee involvement.

A significant majority of respondents indicated that employers consistently inform employees about the decisions of the organization. Regularly informing employees about decisions implies a commitment to involving them in the organizational process. This can contribute to a sense of ownership and engagement among employees. The findings are consistent with the findings of Mulievi and Tsuma (2021) who observed that leaders within the Vihiga County government keep them informed about organizational decisions.

An overwhelming majority also conveyed that employers actively attend to employee satisfaction at Kira Municipality. The positive perception suggests the existence of a work environment where employee satisfaction is prioritized. This can contribute to a positive workplace culture and overall employee well-being. The findings align with the findings of Canavesi and Minelli (2022) who highlighted that servant leaders prioritized employee satisfaction in the workplace, resulting in a favorable impact on overall employee engagement. When leaders prioritize employee satisfaction in the workplace, it creates a supportive and empowering atmosphere where employees feel motivated, valued and respected. This focus on employee satisfaction fosters a sense of commitment, loyalty among employees and trust leading to higher levels of engagement (Canavesi & Minelli, 2022).

5.2.2 Employee Relations and Employee Engagement

The findings showed a positive and statistically significant relationship between employee relations and employee engagement at Kira Municipality. The findings may imply that fostering good employee relations within Kira Municipality may be a key factor in promoting higher levels of employee engagement. Positive employee relations can contribute to overall employee satisfaction. Satisfied employees are expected to be committed and engaged to their tasks, leading to higher levels of productivity and organizational success. The findings concur with the findings of the previous research which found a positive and significant association between employee relations and employee engagement (Ahmed et al., 2017; Arimie, 2020; Che et al., 2022).

The study indicated a prevailing positive relationship between management and employees, with the majority of respondents emphasizing this aspect (mean = 3.87, SD = 0.955). This implies that respondents perceive positive and harmonious relations between management

and employees in Kira Municipality. The findings are consistent with the findings of Arimie (2020) who uncovered a good relation between management and employees within a tertiary institution in Edo State, ultimately bolstering employee engagement. Positive relations between management and employees often translate into improved employee engagement, productivity and performance.

The results reveal that a positive atmosphere characterizes the relationships among employees in Kira Municipality as indicated with a mean score. Such positive employee relations are often associated with increased productivity and employee engagement, reflecting positively on the municipality's overall performance and effectiveness. The findings are in arrangement with that of Che et al. (2022) which showed the presence of positive relations among employees, which had a notable impact on their level of engagement. The presence of positive relations among employees indicates a supportive and collaborative organizational climate.

The majority of respondents expressed that employees at Kira Municipality have a high level of appreciation for the work done by their colleagues. The implication of these findings is that there is a widespread acknowledgment and appreciation among employees at Kira Municipality for the work carried out by their colleagues. This positive perception suggests a collaborative and supportive work climate, which can contribute to enhanced team cohesion, job satisfaction, and overall workplace morale. The study is aligned with that of Ahmed et al. (2017) who observed that employees' appreciation of their colleagues' work heightened engagement at work. Appreciation of colleagues' work likely create a supportive social environment in the workplace.

The findings reveal that majority of respondents conveyed a high level of trust in their colleagues. Trust is crucial for fostering a cooperative and collaborative work environment.

High trust levels are often associated with improved teamwork, communication, and overall job satisfaction. This aspect can contribute to a positive organizational culture, leading to increased productivity and employee well-being. The findings are in agreement with that of Ahmed et al. (2017) who observed that employees' trust in their colleagues contributed to heightened engagement at work.

The study revealed that conflicts between employees are consistently resolved to the mutual benefit. Effectively addressing conflicts for mutual benefit is crucial for maintaining a positive organizational culture and can contribute to higher levels of employee engagement and productivity. The findings are aligned with Kaushik and Guleria (2019) who uncovered that conflicts among employees were consistently resolved to benefit all parties leading to heightened employee engagement.

The study also discovered that employees exhibit a high level of cooperation with colleagues in the performance of their tasks. Recognizing and reinforcing this cooperative behavior can further strengthen the positive organizational dynamics, creating a foundation for sustained success and employee well-being. The detailed findings concur with the findings of Kaushik and Guleria (2019) who identified a strong tendency among employees to collaborate effectively with colleagues in task performance, which further bolstered employee engagement.

5.2.3 Employee Commitment and Employee Engagement

The correlation analysis revealed a positive and significant relationship between employee commitment and employee engagement at Kira Municipality. This implies that higher levels of employee commitment within the organization are associated with increased levels of employee engagement. Committed employees probable experience higher job satisfaction, contributing to their overall engagement. Satisfied employees tend to be more motivated,

productive, and invested in their roles. The study findings are consistent with previous studies which established a positive and significant relationship between employee commitment and employee engagement (Nazir & Islam, 2017; Rameshkumar, 2020).

A substantial majority of participants conveyed a strong belief in the successful development of their organization. It suggests that employees are likely to align their efforts with the organization's goals, fostering a sense of unity and purpose. These findings align with those of Arifin, R., & Lo, S. J. (2020) who indicated that majority of employees expressed confidence in the successful development of their organization, which had a positive influence on their job engagement. Employees who believe in the successful development of their organization may feel a sense of purpose and fulfillment in their roles.

The predominant response from participants indicated a strong willingness to assist colleagues at work, with the highest proportion expressing this sentiment. This willingness to assist colleagues is indicative of a supportive and team-oriented environment, where employees actively engage in helping one another. This collaborative spirit can enhance overall productivity, as employees are likely to work together more effectively, share knowledge, and collectively overcome challenges. The findings are in agreement with Nazir and Islam (2017) who indicated that employees demonstrated a readiness to assist their colleagues in the workplace thus substantially enhancing the level of employee engagement. The willingness of employees to assist colleagues indicates high levels of engagement.

A significant majority of respondents indicated that employees speak positively about the organization outside of it. This suggests that Kira Municipality enjoys a positive reputation among its employees, and they are likely to act as ambassadors for the organization in external settings. This positive external communication may contribute to the overall success and sustainability of the organization. The findings are in agreement with the

findings of Nazir and Islam (2017) which indicated that employees spoke positively about the organization beyond its confines thus substantially enhancing the level of employee engagement.

A noteworthy percentage of respondents conveyed a sense of job security at Kira Municipality. Employees who feel secure in their positions are likely to be more engaged and focused on their tasks, leading to improved productivity. The findings concur with the findings of Rameshkumar (2020) who commented that the participants expressed a perception of safety in their employment within the organization. Employees feeling a sense of safety in their employment may indicate a perception of job security within the organization. When employees feel confident about the stability of their jobs, they are likely to experience reduced stress and anxiety, leading to higher levels of job satisfaction and engagement.

The study additionally discovered that respondents experience a sense of happiness when heading to work. Such positive emotions are often linked to increased employee satisfaction, motivation, and overall well-being. Happy employees are more of being engaged, productive, and contribute positively to the work atmosphere. The findings also align with the findings of Odeny (2016) who indicated that employee commitment, as indicated by the happiness experienced when going to work, positively impacted employee engagement in Barclays Bank of Kenya. Employees who experience happiness when going to work likely feel emotionally invested in their roles and the organization. This emotional commitment motivates them to actively participate in working and contribute to the success of the organization, leading to higher levels of engagement (Odeny, 2016).

5.2.4 Employee Satisfaction and Employee Engagement

The study revealed a positive and statistically significant relationship between employee satisfaction and employee engagement at Kira Municipality. The positive correlation suggests a mutual reinforcement between employee satisfaction and engagement. As employees find satisfaction in their work, they are more likely to engage in their tasks and contribute positively to the organization. The study findings are consistent with the previous studies which established the positive and significant relationship between employee satisfaction and employee engagement (Tentama et al., 2019; Vorina et al., 2017).

The prevailing sentiment among respondents was satisfaction with their work at the workplace. This finding implies that Kira Municipality has successfully cultivated a work environment that meets the expectations and satisfaction of its employees. Satisfied employees are often more engaged, motivated, and likely to deliver higher levels of performance. The findings are consistent with the findings of Vorina et al. (2017) who indicated that employees expressed satisfaction with their work, which in turn boosted their level of engagement. The high level of employee satisfaction suggests that the organization nurtures a positive work environment conducive to employee well-being and fulfillment.

The results indicate that respondents expressed satisfaction with their working hours and leadership at the workplace. This implies that Kira Municipality has established a balance in working hours that aligns with the satisfaction of its employees. Satisfactory working hours are often associated with improved work-life balance, reduced stress, and enhanced overall job satisfaction. The research findings align with the findings of Tentama et al. (2019) who established that employees expressed satisfaction with aspects such as working hours and leadership, which contributed to enhanced employee engagement within the institution. When employees are satisfied with aspects of their work environment, such as

working hours and leadership, more likely they feel motivated and committed to their roles and the organization.

The majority of respondents expressed satisfaction with the training opportunities provided at their workplace. The satisfaction with training opportunities suggests that employees have access to programs that contribute to the development of their skills and knowledge. This can result in a more capable and versatile workforce, positively impacting the organization's overall performance. The research findings are consistent with the findings of Sypniewska et al. (2023) who highlighted that employees expressed satisfaction with training opportunities, which positively impacted their level of engagement. The satisfaction with training opportunities suggests that the organization prioritizes employee development and invests in providing relevant learning opportunities. Employees who have access to training programs more likely feel valued by their organization and motivated to enhance their skills and knowledge, which can positively impact their engagement.

A substantial number of respondents conveyed satisfaction of the information provided about events and innovations within the organization at their workplace. The satisfaction with information about events and novelties implies that communication channels within Kira Municipality are perceived as effective. Clear and timely communication fosters transparency, keeping employees informed and engaged. The findings are consistent with that of Namboze (2021) who indicated that Makerere University staff expressed satisfaction with the communication of organizational events and novelties.

The study uncovered that respondent at Kira Municipality articulated satisfaction with the prevailing working conditions, including factors such as improved lighting, air conditioning, and larger signage. This implies that a workplace with satisfactory working conditions is likely to enhance employee productivity. Adequate lighting and comfortable temperatures

are known to positively influence concentration and performance, potentially leading to increased efficiency and effectiveness in tasks. These study results are also in agreement with that of Djoemadi et al. (2019) who indicated that satisfaction with working conditions including aspects such as job security, lighting, comfort, air conditioning, and management policies emerged as the primary factor driving increased employee engagement. Satisfaction with working conditions indicates that the organization prioritizes the physical and psychological well-being of its employees. Once employees feel comfortable and secure in their work environment, they are more likely to be motivated, focused, and engaged in their tasks (Djoemadi et al., 2019).

5.2.5 Employee Motivation and Employee Engagement

The correlation findings revealed a positive and statistically significant relationship between employee motivation and employee engagement at Kira Municipality. This implies that when employees are motivated and driven toward achieving their goals, there is a parallel increase in their engagement levels. Motivated employees may feel empowered to take ownership of their work and contribute actively to the organization. The findings concur with the findings of the previous studies which established the positive and statistically significant relationship between employee motivation and employee engagement (Engidaw, 2021; Goel & Rashmi, 2023).

Predominantly, the findings indicate that the prospect of autonomy at work serves as a motivation for respondents to enhance their performance. Autonomy often fosters a sense of empowerment that may contribute to higher levels of engagement. Engaged employees are more likely to be committed to their work and the organization, leading to improved overall performance. These study findings are consistent with the previous studies which discovered that the prospect of autonomy in the workplace served as a motivating factor,

leading to increased levels of employee engagement. Autonomy taps into employees' intrinsic motivation, which stems from their desire to have control over their work and make meaningful contributions (Goel & Rashmi, 2023).

The findings from the majority of respondents indicated that the prospect of flexibility in the workplace serves as a motivation for improved performance at work. Flexibility in the workplace can result in increased productivity. Employees may find it easier to focus and deliver high-quality work when they have control over their work schedules and arrangements. The findings are in line with that of Bergström and Garcia Martinez (2016) which highlighted that the flexibility afforded to employees in their workplace significantly enhanced their engagement within the organizations. Providing flexibility in the workplace empowers employees to manage their work in a manner that suits their preferences and needs.

The predominant response from significant majority of respondents indicated receiving compliments from the employer for good work and training served as a motivating factor for better performance at work. When employees feel recognized and valued for their contributions, it may positively impact their job satisfaction and overall sense of well-being. The findings align with the findings of Engidaw (2021) who indicated that acknowledgment and praise received from employers for exemplary work significantly contributed to employee engagement in these sectors. Similarly, he established that the availability of training and educational opportunities served as motivating factor for employees, leading to increased levels of engagement in their work within public sectors.

The prevailing sentiment among the majority of respondents indicated that the prospect of teamwork with other employees and the allocation of work serves as a motivation for better performance at work. The emphasis on cooperation suggests a focus on interpersonal skills

and the ability to work effectively in a team. Such collaboration contributes to the development of teamwork and communication skills, which are valuable for professional growth. The findings are consistent with the findings of Arifin and Lo (2020) who revealed that fostering opportunities for collaboration among employees and delegating tasks to them positively influenced employee engagement. Fostering opportunities for collaboration among employees can enhance their sense of belonging and ownership within the organization.

5.3 CONCLUSIONS

In conclusion, the study's findings emphasize the critical importance of leadership, employee relations, employee commitment, employee satisfaction, and motivation in fostering enhanced employee engagement within Kira Municipality. It is evident that investing in effective leadership practices, nurturing positive relationships, and addressing employee satisfaction and motivation are essential strategies for promoting engagement and driving organizational success within Kira Municipality.

5.4 RECOMMENDATIONS

Basing on the findings of the study, the following recommendations were brought forward:

Kira Municipality management should invest in leadership training and development programs to empower managers and supervisors with the skills and knowledge needed to inspire and motivate their teams effectively. This includes fostering a culture of trust, open communication and transparency among leaders and employees.

There is need for Kira Municipality to strengthen communication channels and encourage regular feedback sessions between management and employees to address concerns, recognize achievements, and foster a sense of employee relations and mutual respect within the organization.

In addition to the above there is need to Implement formal employee recognition programs to acknowledge and reward outstanding performance, dedication and contributions. This can contain incentives, awards, and public recognition ceremonies to celebrate employee accomplishments. This will be a basis for Kira Municipality to feel that employees are committed to their duties and the organization at large.

It is essential to promote work-life balance initiatives, such as flexible work arrangements, employee assistance programs and wellness programs to support employees' physical, mental, and emotional well-being and reduce burnout.

Providing opportunities for skill development, career advancement, and continuous learning through training programs, workshops, and mentoring opportunities. This not only enhances employee engagement but also nurtures a culture of professional growth and development as well as motivation.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE FOR THE STUDY

I am a student of Kyambogo University, pursuing a Master of Science in Organization and Public Sector Management. The purpose of this study is purely academic and the information given will be treated with the highest degree of confidence. You have been selected as a key respondent for this study. The information will be treated with utmost confidentiality and will be used for academic purposes only.

I thank you in advance for your kind responses and cooperation.

SECTION A: PROFILE OF RESPONDENTS

1. Name of Municipality/Division

2. Which Division do you belong to

_____ ☐

3. Gender: Male ☐ Female

4. Age: 18 – 29 years ☐ 30-39 years ☐ 40-49 years ☐
50 – 59 years ☐ 60 years and above ☐

5. Level of Education

Certificate ☐ Diploma ☐ Bachelors ☐
Masters ☐ Ph.D ☐

6. How many years have you worked in this municipality?

1-3 years ☐ 4-6 years ☐ 7-9 years ☐ 10 years and above ☐

SECTION B: WORK PLACE CLIMATE

This section has questions which are guided by the scoring system of 1 to 5. Please respond to the statements given basing on your level of agreement.

Scoring rating mode		Description
1	Strongly disagree (SD)	you disagree with no doubt at all
2	Disagree (D)	you disagree with little doubt
3	Not Sure (NS)	No clear answer
4	Agree (A)	agreeing with little doubt
5	Strongly agree (SA)	agreeing with no doubt at all

How do you feel about the following statements at the work place?

Statements		Response rate				
LEADERSHIP		SD	D	NS	A	SA
		1	2	3	4	5
1	My employer is always ready to listen					
2	My employer encourages me to achieve successful results					
3	I feel that the employer values me as an employee					
4	Employer gives me feedback and reviews about my work					
5	Employer always informs me about his decisions about organization					
6	Employer takes care of employee satisfaction					

SECTION C: EMPLOYEE RELATIONS

Statements		Response rate				
		SD	D	NS	A	SA
		1	2	3	4	5
1	Between management and employee's good relation prevail.					
2	Good relations prevail among employees.					
3	In our organization we appreciate the work of our colleagues.					

- 4 I trust my colleagues.
- 5 Conflicts between employees are always solved in total benefit.
- 6 We cooperate very well with colleagues in the performance of our tasks.

SECTION D: EMPLOYEE COMMITMENT

	Statements	Response rate				
		SD 1	D 2	NS 3	A 4	SA 5
1	I believe in successful development of our organization.					
2	I am always willing to help my colleagues.					
3	Outside the organization employees are positively talking about it.					
4	Employment in the organization seems to me to be safe.					
5	I feel happiness when I am going to work.					

SECTION E: EMPLOYEE SATISFACTION

	Statements	Response rate				
		SD 1	D 2	NS 3	A 4	SA 5
1	At my work place I am satisfied with my work.					
2	At my work place I am satisfied with working hours.					
3	At my work place I am satisfied with the leadership in the organization.					
4	At my work place I am satisfied with possibilities of training.					
5	At my work place I am satisfied with the information about events, novelties in the organization					

- 6 At my work place I am satisfied with the working conditions, such as better light, air conditioning and bigger inscriptions.

SECTION F: EMPLOYEE MOTIVATION

Statements		Response rate				
		SD 1	D 2	NS 3	A 4	SA 5
1	Possibility of autonomy at work motivates me for better performance at my work.					
2	Possibility of flexibility in the work place motivates me for better performance at my work.					
3	Compliments from the employer for good work motivate me for better performance at my work.					
4	Possibility for training and education motivates me for better performance at my work.					
5	Possibility of cooperation with other employees and the allocation of work motivates me for better performance at my work.					

SECTION G: ENGAGEMENT

Statements		Response rate				
		SD 1	D 2	NS 3	A 4	SA 5
PHYSICAL ENGAGEMENT						
1	I exert my full effort to my job					
2	I devote a lot of energy to my job					
3	I try my hardest to perform well on my job					
4	I strive as hard as I can to complete my job					

SECTION H: EMOTIONAL ENGAGEMENT

Statements		Response rate				
		SD	D	NS	A	SA
		1	2	3	4	5
1	I am enthusiastic in my job					
2	I feel energetic at my job					
3	I am interested in my job					
4	I feel positive about my job					

SECTION I: COGNITIVE ENGAGEMENT

Statements		Response rate				
		SD	D	NS	A	SA
		1	2	3	4	5
1	At work, my mind is focused on my job					
2	At work, I pay a lot of attention to my job					
3	At work, I focus a great deal of attention on my job					
4	At work, I am absorbed by my job					
5	At work, I devote a lot of attention to my job					

APPENDIX II: INTERVIEW GUIDE FOR KEY RESPONDENTS

Thank you for participating in this interview. We are interested in understanding the dynamics between work place climate and employee engagement within Kira Municipality. Your insights will contribute to our research. Your responses will remain confidential.

Objective I: Relationship between Leadership and employee Engagement

1. Can you describe the leadership style or approach within Kira Municipality?
2. How do leaders in the municipal communicate their expectations and goals to employees?
3. From your perspective, how does effective leadership impact employee engagement?
4. Can you provide an example of how a specific leadership action or behaviour has positively influenced employee engagement?
5. Are there any instances where leadership practices have had a negative impact on employee engagement?

Objective II: Influence of Employee Relations on employee Engagement

6. How would you characterize the overall employee relations climate within Kira Municipality?
7. What initiatives or practices are in place to foster positive employee relations?
8. How do you believe positive employee relations contribute to employee engagement?
9. Can you share an example of how strong employee relations have influenced engagement outcomes?
10. In your opinion, are there any challenges or areas for improvement in terms of employee relations and its impact on engagement?

Objective III: Relationship between Employee Satisfaction and Employee Engagement

11. How is employee satisfaction measured or assessed within Kira Municipality?
12. From your observation, how closely linked are employee satisfaction and engagement?
13. Can you provide an instance where increased employee satisfaction led to higher engagement levels?
14. Are there any cases where high employee satisfaction did not translate into improved engagement?

15. What strategies or initiatives do you think can enhance both employee satisfaction and engagement simultaneously?

Objective IV: Relationship between Employee Commitment and Employee Engagement

16. What factors do you believe contribute to employee commitment in Kira Municipality?
17. How do committed employees demonstrate higher levels of engagement in their work?
18. Can you share an example of a situation where employee commitment positively impacted engagement outcomes?
19. Are there instances where employees exhibited commitment without a noticeable impact on engagement?
20. What actions or practices can leadership take to foster stronger employee commitment and, in turn, boost engagement?

Objective V: Relationship between Employee Motivation and Employee Engagement

21. How is employee motivation encouraged and supported in Kira Municipality?
22. In your view, how does motivated employee's performance relate to their level of engagement?
23. Have you observed any cases where high employee motivation did not result in improved engagement?
24. What strategies or approaches can be implemented to align motivation and engagement effectively?

Thank you for sharing your valuable insights. Your perspectives contribute significantly to our research on leadership, employee engagement, and related factors in Kira Municipality. If you have any additional thoughts or examples, please feel free to share.

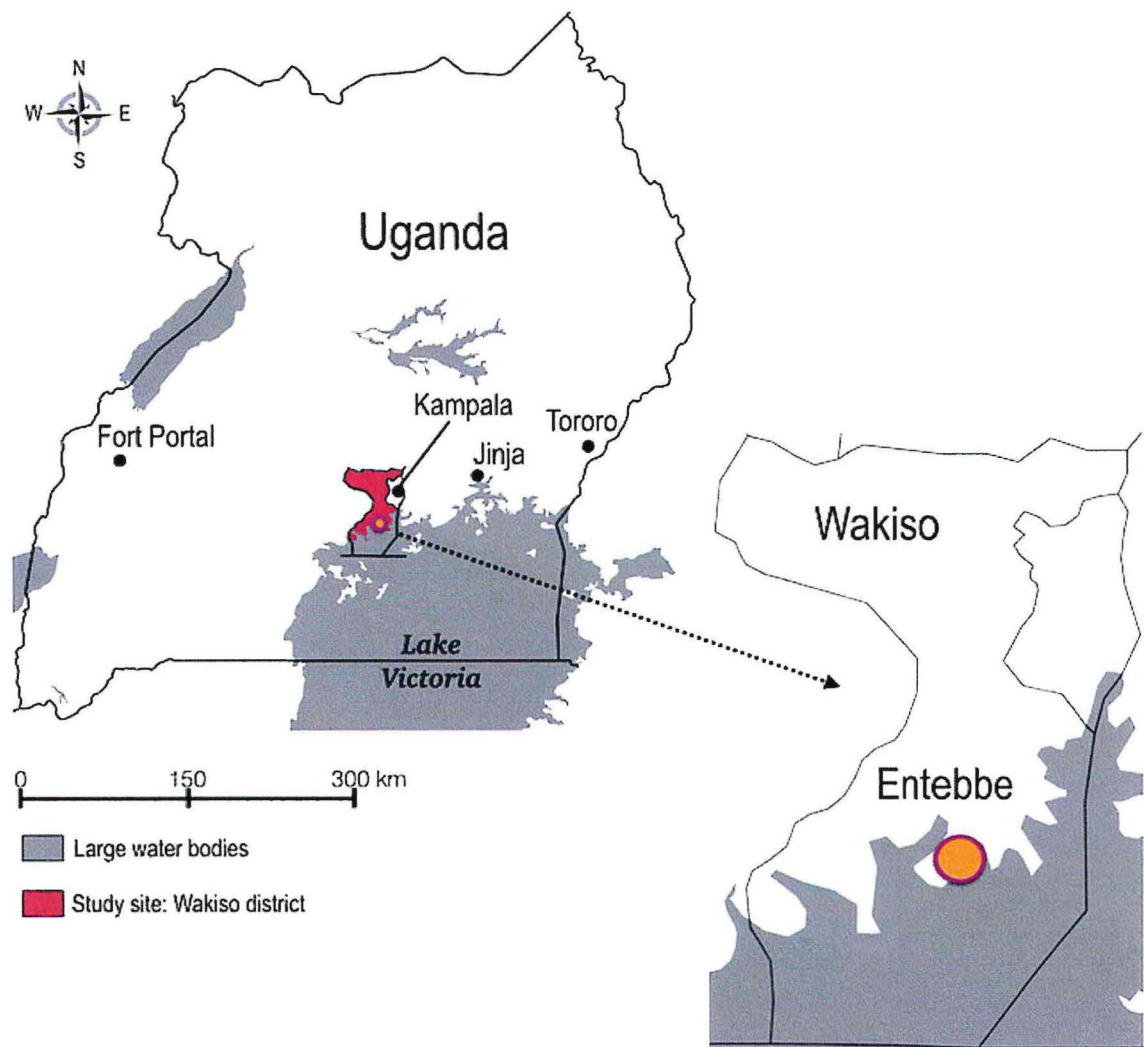
APPENDIX IV: RESEARCH WORK PLAN

Research Topic: Workplace climate and employee engagement: A case of Kira Municipality

Research period: August 2023 to April, 2024

No.	Research Activity	August to October, 2023	October 2023 to April 2024	June 2024
1	Developing the research proposal			
2	Literature review			
3	Developing questionnaires for data collection			
4	Data collection			
5	Data analysis			
6	Write up for the first dissertation draft			
7	Defending the dissertation			
8	Submission of dissertation			

APPENDIX V: Map of Uganda showing the location of the study site



Map of Uganda showing the location of the study site (Wakiso District).

Source:

<https://malariajournal.biomedcentral.com/articles/10.1186/s12936-016-1604-z/figures/1>