

**ORGANISATIONAL SUPPORT AND EMPLOYEE ENGAGEMENT IN
PUBLIC HOSPITALS IN UGANDA; A CASE OF NAGURU HOSPITAL
KAMPALA**

BY

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DECLARATION

I IRARORA BONIFACE, declare to the best of my knowledge that this dissertation is my own original work and has never been presented for any award in any University.

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APPROVAL

This is to certify that this dissertation has been submitted with our approval as the University Supervisors.

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DEDICATION

This dissertation is dedicated to my wife and my two children. You have been a great inspiration to me and you give the reason every day to transcend and reach for the zenith.

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The completion of this thesis could not have been possible without the participation and assistance of so many people whose names may not all be enumerated. Their contributions are sincerely appreciated and gratefully acknowledged. However, I would like to express my deep appreciation and indebtedness particularly to the following:

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ABSTRACT

The study was undertaken to examine the relationship between organisational support and employee engagement among health workers at Naguru Hospital Kampala. The study was guided by the following research objectives; to establish the relationship between employee rewards and employee engagement, to examine the relationship between job conditions and employee engagement and identify the relationship between supervisor support and employee engagement among health workers in Naguru Hospital in Uganda.

The analysis done revealed that a significant positive relationship existed between the study variables of employee rewards and job conditions and employee engagement. However supervisor support was not significant. The regression model revealed that employee rewards and job conditions were significant predictors of employee engagement and all the independent variables predicted 86.9% variations in employee engagement.

The study concluded that employee rewards and job conditions greatly influence employee engagement among the health workers at Naguru Hospital. The study recommended that management should put resources in offering a fair and equitable rewards to its health workers and improve on the job working conditions at Naguru Hospital if they are to enhance their health workers levels of engagement.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This research is about organisational support and employee engagement among health workers in public hospitals in Uganda- a case of Naguru Hospital. This chapter details the background of the study (historical, theoretical, conceptual and contextual), statement of the problem, purpose of the study, research objectives, research questions, scope of the study, conceptual framework and the purpose of the study.

1.1 Background to the Study

1.1.1 Historical Perspective

Globalisation and associated competitive pressures have pushed organisations to operate in volatile, uncertain, complex, ambiguous, unstable and extremely competitive work environment. Organisational leaders and managers unequivocally agree that this century demands more efficiency and productivity than any other times in history (Schaufeli, 2013). Businesses are striving to increase their performance and managers have been grappling with many challenges to succeed putting their companies ahead of competitors.

Different scholars, researchers and consultants have been contributing their part showing the best ways they think are useful to managers and one of the areas researched upon is engagement. Employee engagement has become a hot topic in recent years. Despite this, there remains a paucity of critical academic literature on the subject, and relatively little is known about how employee engagement can be influenced especially in the health sector in Sub Saharan Africa (Simpson, 2009). Engaged employees are emotionally attached to their organization and highly involved in

their job with a great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement (Saks, 2006).

Delivering superb health care in the developing countries remains a challenge due to the myriad of challenges faced including but not limited to low remuneration, poor working conditions, lack of job security, lack of opportunities for growth, long hours of work, public ridicule of health workers to mention but a few (Bakibinga, 2012). In Uganda like many developing countries, health care delivery has been poor and the Millennium Development Goals set in 2001 aimed at improving health care have not been met. Delivering such care requires health workers to be fully engaged and committed to their work. However the reverse has been true with many reports of Health worker brain drain in search of greener pastures (Health Sector Review Report, 2011).

Despite numerous efforts by the Government of Uganda to revamp the health sector, some challenges remain apparent. According to the Annual Sector Performance report (2015), much as the staffing levels have improved to 70%, the same report still reported cases of high absenteeism and there were reported high payroll issues indicating low salaries as a key source of health worker disengagement.

With the increased budgetary constraints by the government of Uganda and many other priorities, it remains a challenge to guarantee an enhancement in the staff remuneration of health workers. Government has other key areas of concern in the health sector such as infrastructure development, strengthening Health Centre 11, 111 and IVs. This implies that there was a need to research on other aspects that can enhance the levels of engagement among health workers for effective service delivery. According to Lowe, (2012) building employee engagement results into better productivity and efficient service delivery.

1.1.2 Theoretical Perspective

This study was theoretically based on two theories that is; the Needs Satisfying Theory and the Social Exchange Theory. The Needs Satisfying Theory (Kahn, 1990) asserts that employees become engaged when three psychological conditions or needs are met: meaningfulness (the feeling of receiving return on investments of one's self in role performance), psychological safety (feeling able to show and employ one's self without fear of negative consequences), and availability (the belief of having the physical and mental resources to engage the self at work). This theory underscores that when the three needs are satisfied, employees will be likely to devise all coping means to remain engaged in their work and organisation despite the seemingly harsh working conditions prevalent. The theory also highlights elements in organisational support including supervisors determining the nature of work, job conditions, interpersonal relationships, rewarding coworkers, career development among others that cause employees to engage.

In contrast, the Social Exchange Theory states that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence (Saks, 2006). It adds that relationships at work evolve over time into trusting, loyal, and mutual commitments as long as all parties involved abide by reciprocity or repayment rules. For example, when employees receive particular resources from their organization (e.g., a decent salary, recognition, and opportunities of development) they feel obliged to respond in kind and “repay” the organization (Cropanzano and Mitchell 2005). Saks (2006) points out that one way for individuals to repay their organisation is through their level of engagement. In other words, employees will choose to engage themselves to varying degrees and in response to the resources they receive from their organisation.

1.1.3 Conceptual Perspective

In recent years, the importance of employees' psychological connection with their work and organisation has been reiterated (Lowe, 2012). To compete effectively in the global market, most organizations must not only recruit the top talent, but should also be able to inspire and enable their employees to apply their full capabilities and potential to their work. High-performing organizations have healthy and engaged employees. Their work environments are designed to enable the development and utilization of the "people capacity" required for success (Lowe, 2012). A high level of engagement is a strategic goal for a growing number of organizations in many industries, including healthcare.

Engaged employees are committed to their employer, satisfied with their work and willing to give extra effort to achieve the organization's goals (Saks, 2006). Evidence suggests that engagement influences other major human resources goals, such as retention, job performance, absenteeism and (indirectly through the employer's reputation) recruitment (Gibbons & Schutt 2010). However, Saks (2006) found out that majority of workers today are not fully engaged or are actively disengaged. The same findings were reported by the Gallup research (2011) that reported that many professionals today are disengaged in their work.

Many studies have been undertaken to examine the concept of employee engagement especially on the drivers of engagement (Bakibinga, 2012; Kundy & Wuligi, 2012). One of the drivers of engagement identified in literature is organisational support (Kossek et al., 2011). The support that employees receive from their organisation plays a crucial role in their success and effectiveness. The support given meets the socio-emotional needs of the employees and as a result employees develop beliefs concerning to the extent which the organization values their contributions and cares about their well-being and thus reciprocate by engaging themselves to the organisation (Rhoades

and Eisenberger, 2002). Despite these studies, it is not clear whether organisational support can explain the increasing levels of employee disengagement among health workers in the public hospitals in Uganda as there is no empirical data to confirm such a relationship.

1.1.4 Contextual Perspective

Health workers are the backbone of health care in Sub-Saharan Africa and play a pivotal role in delivering primary health care (Bakibinga, 2012). Providing quality health care is still a major challenge in Uganda and other developing countries due to the scarcity of qualified health professionals (Kundy & Wuligi, 2012). The National Development Plan 2014/2015 highlighted the shortage of health workers as a major challenge in improving the health of the Ugandan population. The Government of Uganda has retaliated by increasing funding and health monitoring in the health sector and has since registered tremendous improvement in healthcare delivery and meeting the Millennium Development Goals for Health (MDG Report, 2015).

The Annual Health Sector Performance Report (AHSPR) (2015) however indicated that the progress registered in the health sector still falls short of the targets set in the Health Sector Strategic and Investment Plan (HSSIP) 2010/11 - 2014/15 and Millennium Development Goals. There is also continued myriad public outcry on the sorry state of health care service delivery especially among public health facilities in Uganda. The Health Sector Review Report (2011) reported increasing levels of disengagement among health workers in Uganda and out of 200 nurses interviewed, only 32% were engaged in their work and profession. The same report also reported increasing levels of turnover and brain drain among health workers in Uganda.

With the widening engagement gap, public hospitals in Uganda continue to incur costs of employee disengagement and a case in point is China Uganda Friendship Hospital (Naguru

hospital). Through the initiative of the Government of Uganda together with the Government of the People's Republic of China under the China Uganda friendship, Naguru HCIV was upgraded to a regional referral hospital. The hospital was handed over in January 2012 by the Chinese Government to the Government of Uganda. It was intended to serve as a referral hospital, primarily serving the residents of Nakawa, Kampala Metropolitan Area and other Ugandans and thus decongest Mulago National Referral Hospital.

Despite being a somewhat new hospital, Naguru Hospital is already grappling with employee disengagement. For instance the Health Monitoring Unit report (2014) reported high cases of chronic absenteeism among health workers, extortions from patients, engaging in secondary employment, theft of medical supplies late arrival and early exit from work which are all clear signs of a disengaged workforce thus crippling the quality of service delivery at the hospital. The recent incident as reported in the Observer 20th September 2017 where Hon. Opendi Minister of health-general duties indicated that after the minister disguised as a patient, the nurse attending to her asked for Shs 5,000 before anything could be done while the laboratory technician demanded Shs 150,000 for a blood test. This and many other unreported incidents underline disengagement among health workers. Therefore, there is need to examine ways of enhancing employee engagement at the hospital if the health care service delivery is to improve.

1.2 Statement of the Problem

Organisations that have an engaged workforce ably thrives and flourishes. However, the inability to guarantee health workers engagement in Uganda's public health care delivery system has continued to adversely affect service delivery over the years. For instance the Health Monitoring Unit Report on Naguru Hospital (2014) reported evidence of poor pay, lack of social-emotional support and limited job security and career development opportunities, as key causes of the health

workers' disengagement at the hospital witnessed through acts of chronic absenteeism, late arrival and early exit from work, seeking secondary employment, and extortion of money from patients which have all curtailed service delivery at the hospital. Some researchers have alluded that such high level of disengagement seems to be attributed to lack of adequate organisational support in terms of poor pay, poor supervisor and coworker support and limited career development prospects among others (Bakibinga et al., 2012). Unless interventions are devised, the quality of health care in public hospitals will continue to deteriorate. Hence the study was undertaken to provide timely interventions for enhancing employee engagement among health workers to improve the quality of health care in public health centers and hospitals.

1.3 General Objective of the Study

The purpose of this study was to examine the relationship between organisational support and employee engagement among health workers in public hospitals in Uganda.

1.4 Specific Objectives of the Study

- i. To establish the relationship between employee rewards and employee engagement among health workers in Naguru hospital in Uganda.
- ii. To examine the relationship between job conditions and employee engagement among health workers in Naguru hospital in Uganda.
- iii. To identify the relationship between supervisor support and employee engagement among health workers in Naguru Hospital in Uganda.

1.5 Research Questions

- i. What is the relationship between employee rewards and employee engagement among health workers in Naguru Hospital in Uganda?
- ii. How are job conditions related to employee engagement among health workers in Naguru Hospital in Uganda?
- iii. In what ways is supervisor support and employee engagement related among health workers in Naguru Hospital in Uganda?

1.6 Scope of the Study

1.6.1 Subject scope

Conceptually, the study sought to study the concept of employee engagement with a focus in the public health sector. The delivery of services and quality health care depends largely on the engagement of the health workers involved in health care delivery. The study was however limited to the variables of organisational support measured in terms of employee rewards, job conditions and supervisor support and employee engagement measured on the attributes of Vigor, dedication and absorption.

1.6.2 Geographical Scope

Geographically, the study was conducted in Naguru Hospital one of the public referral hospitals in Kampala Uganda; being one of the revamped hospitals to decongest Mulago National Referral hospital.

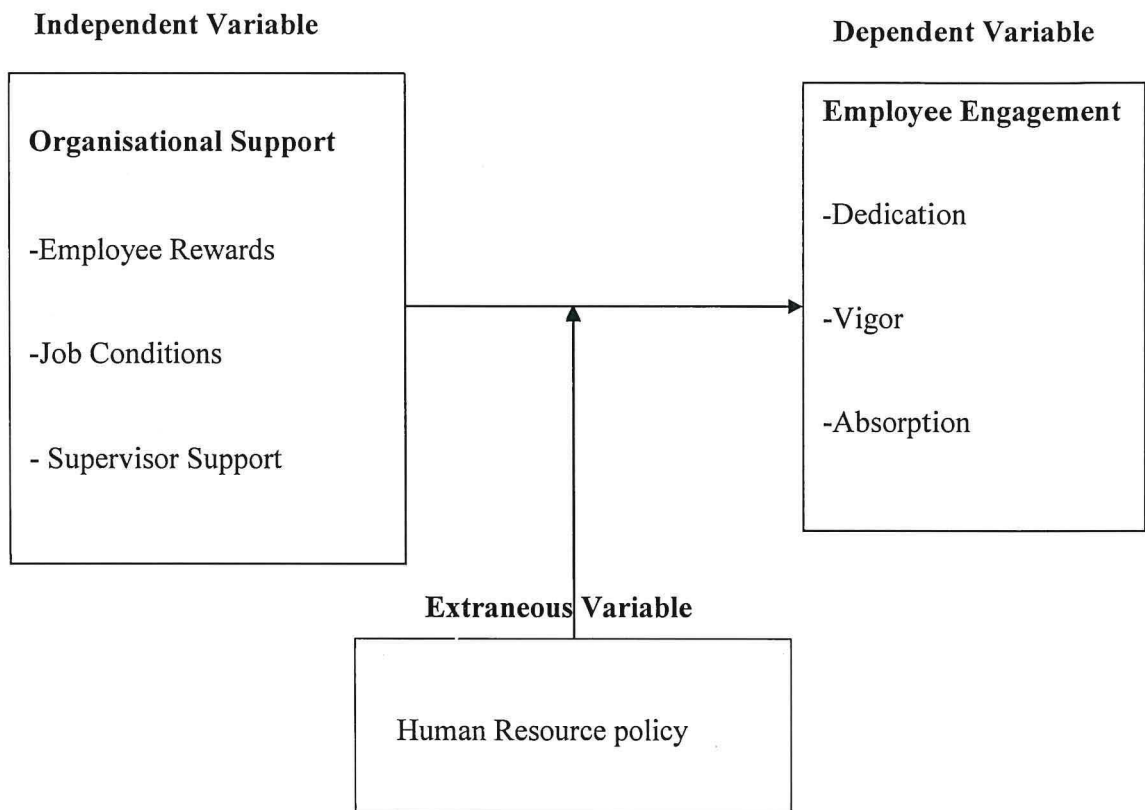
1.6.3 Time Scope

This study was undertaken for the period January to October 2017. This was in line with the research work plan of the University.

1.7 Significance of the Study

- i. The outcomes of this study aimed at helping policy makers to design policies that can enhance health workers' engagement for better healthcare service delivery in Uganda.
- ii. The policy makers especially Ministry of Health and other Institutions of higher learning gained insights into how they can develop and sustain engaged health workers and therefore reduce on the brain drain of such professionals and improve the health care system in Uganda.
- iii. The study added on the body of literature on organisational support and employee engagement the study variables through providing the theoretical view of employee engagement among health workers in the Sub Saharan Africa.

1.8 Conceptual Framework



Source; Needs Satisfying Theory (Khan, 1990) & Social Exchange theory (Saks, 2006).

1.9 Description of the relationship between variables in the conceptual framework

Employee rewards lead to Employee engagement. When employees receive rewards which are both intrinsic and extrinsic and are recognized for their efforts, they reciprocate by showing high levels of vigor, dedication and absorption in their work.

Job conditions lead to employee engagement. When the job conditions such as training and career development, meaningful work, autonomy and job security among others are favorable, it will encourage employees to be highly committed, involved and focused on their roles thus be engaged.

Supervisor support leads to employee engagement. The perception held by employees in regard to their supervisors being caring, loving and interested in their wellbeing, they will reciprocate by fully engaging themselves in the activities of the organisation.

The researcher included an extraneous variable which was the human resource policy. The management of human resources in organisations is guided by the company's human resource policy. The policy outlines the various guidelines on the effective management of people and highlights areas into how the company attracts, develops, engages and develops its human resources. Thus enhancing employee engagement in the organisation should resonate with the human resource policies in place in the organisation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section discusses the related literature on the study variables of organizational support (employee rewards, job conditions and supervisor support) and employee engagement, it highlights the theoretical review and discusses the relationships between the study variables as indicated in the study objectives.

2.1 Organisational Support

Organizational support for their employees plays crucial role in the success and effectiveness of the employees. Organizational support is defined as employees' perceptions about the degree to which the organization cares about their well-being and values their contribution. It is the employees' overall beliefs regarding the degree to which an employer values employees, cares about their wellbeing, and supports their socio-emotional needs by providing resources to assist with managing a demand or role (Eisenberger et al., 2006). It represents an indispensable part of the social exchange relationship between employees and the employer, because it implies what the organization has done for them, at least in the employees' belief.

Organisational support emanates from the organisational support theory. Organizational support theory supposes that to meet socio-emotional needs and to determine the organization's readiness to reward increased work effort, employees develop beliefs concerning to the extent which the organization values their contributions and cares about their well-being. Employees evidently believe that the organization has a general positive or negative orientation toward them that

encompasses both recognition of their contributions and concern for their welfare. The theory further posits that employees pay attention to treatment offered by the organization in order to discern the extent to which the organization is supportive and values their contributions (Rhoades & Eisenberger, 2002). To this end, employees infer that the treatment offered to them by agents of the organization is indicative of organization's overall favorable or unfavorable orientation towards them (Rhoades & Eisenberger, 2002). Organizational support develops by meeting employees' socio-emotional needs and showing readiness to reward employees' extra efforts and to give help that would be needed by employees to do their jobs better (Rhoades & Eisenberger, 2002). In this study, organisational support was measured on three aspects of employee rewards, job conditions and supervisor support as described below.

2.1.1 Employee Rewards

Reward play a vital role in determining the significant performance of an organization and it is positively associated with employee outcomes like engagement. Reward strategies can be described as management's key lever to creating higher levels of employee commitment and employee engagement (Bratton & Gold, 2007). Reward represents what the individual want to obtain from work or what they perceive from cash payments to working conditions (Reham et al., 2010). According to Luthans and Peterson (2002), there are two basic types of rewards, *that is*, extrinsic and intrinsic. Extrinsic reward (also known as financial or tangible or monetary) is majorly financial in nature. It is called "extrinsic" because it is external to the work itself and others control its size and whether or not it is granted. It comprise such elements as pay, fringe benefits, job security, promotion, social climate, competitive salaries, pay raises, merit bonuses, compensatory time off etc. (Mahoney and Lederer, 2006). Intrinsic reward (also referred to as

nonfinancial) on the other hand, is a psychological reward that employees get from doing meaningful work and performing it well.

Intrinsic reward is simply the internal feelings of satisfaction, growth, autonomy and self-competence an individual experience during his/her career. According to Allen et al. (2004), it comprises achievement, challenge, autonomy, responsibility, variety, personal and professional growth, status recognition, praise from supervisors and co-workers, personal satisfaction, feeling of self-esteem, self-discernment, creativity, opportunity to use one's skills and abilities, efficient feedback. Reward is therefore, all the economics and psychological benefits supplied by the organization to the employee.

2.1.2 Job Conditions

According to Rhoades & Eisenberger (2002), job conditions include promotions, job security, job characteristics such as autonomy, feedback, challenging work, and feedback, job stress, training and the general work environment.

Job conditions are also related to Job resources have been defined as those physical, social, psychological, or organizational aspects of the job that are instrumental in achieving work goals, able to reduce job demands and the associated physiological and psychological costs, and able to promote personal growth, learning, and development (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007). According to Bakker and Demerouti (2007), job resources are not only necessary to deal with job demands, but they are also important in their own right due to their motivational potential. As intrinsic motivators, job resources help meet human needs and enhance the individual's growth and development.

2.1.3 Supervisor Support

Supervisory support is defined as the positive work interaction between a supervisor and his/her subordinate (Bhathumnavian, 2003). According to Bhathumnavian (2003), in the workplace, support from the supervisor can come in three forms: emotional support (i.e. showing empathy, acceptance, and care); informative support (i.e. giving feedback or guidance in work), and material support (i.e. preparing budget, aids, resources, and tangible assistance that are related to work to improve the subordinate's motivation, performance, and effectiveness).

Supervisor support has a direct effect on levels of organisational support (Eisenberger et al., 2002; Landman, 2008). High levels of organisational support are related to supervisor support because they are seen as agents of the organisation and thereby represent the organization's commitment to their employees. Employees experience high levels of organisational support when supervisors value employee's contributions and care about their well-being. In addition, numerous studies support that organisations and supervisors that recognize employee contributions create high organisational support among employees (Eisenberger et al., 2002; Landman, 2008).

Supervisors have the power to act as gatekeepers, and they have control over whether or not employees have access to and feel comfortable in the organisations (Straub, 2012). In fact, previous studies have shown that perceptions of supervisor support have a greater impact on employee outcomes compared to co-worker support (Rousseau & Aubé, 2010). Employees, according to Levinson (1965 cited in Eisenberger et al., 2001), tend to perceive actions by managers or leaders of the organisation as actions of the organisation itself thus, personifying the organisation. According to Levinson, this personification of the organisation includes three factors which influence members' perceptions and behaviour. First, the organisation has a legal, moral and financial responsibility toward its employees. Second, the organisational precedents, traditions,

policies and norms provide continuity and prescribe role behaviour. Third, the organisation exerts power over individual employees (Eisenberger et al., 2001).

Supportive supervisor behaviors include emotional support, instrumental support, role modeling behaviors, and creative work-life management (Hammer, Kossek, Yragui, Bodner, & Hanson, 2009). A supervisor engages in emotional support when they listen and show their subordinates they care about their work-life demands. Instrumental support occurs when a supervisor reacts to employee's work-life demands on a daily basis or as it is needed. When supervisors actively demonstrate how to balance their work-life behaviors on the job, they are engaging in the third dimension of support, role modeling behaviors. The fourth and final dimension of supervisor support is creative work-life management. Creative work-life management takes place when a supervisor rearranges a work day in order to enhance employee effectiveness on the job and off the job. It is important to consider all four dimensions of supervisor support as they relate to employee and organizational outcomes.

2.2 Employee Engagement

Employee engagement has become a heavily discussed topic in recent years. Today, employee engagement is more vital than ever before to an organization's success and competitive advantage. This could be attributed to the constant changes in the world of work catalyzed by harsh economic conditions, continuous innovations and technological changes. These changes have resulted into a lot of diversity, precarious employment, boundarylessness, greater need for self-control and management, higher mental and emotional demands, need for continuous learning, working smart and the height of it, many restructurings have been done forcing employees to cope with high demands amidst fewer resources (Schaufeli 2013; Fairhurst and O'Connor, 2010).

Ulrich (1997) connotes that in such volatile times, employee contribution becomes a critical business issue because in trying to produce more output with less employee input, companies have no choice but to try to engage not only the body, but also the mind and the soul of every employee. This implies that an organization's human capital is increasingly becoming important because more has to be done with fewer people. So, people matter more than they did in the past and modern organizations need employees who are able (committed and involved) and willing to invest in their jobs psychologically (Obicci, 2015). Kaye and Jordan-Evans (2003) point out that one of the biggest challenges today is to fully engage employees especially by capturing their minds and hearts at each stage of their work lives.

High-performing organizations have healthy and engaged employees. Their work environments are designed to enable the development and utilization of the "people capacity" required for success (Lowe 2012). A high level of engagement is a strategic goal for a growing number of organizations in many industries, including healthcare. Engaged employees are committed to their employer, satisfied with their work and willing to give extra effort to achieve the organization's goals. Evidence suggests that engagement influences other major human resources goals, such as retention, job performance, absenteeism and (indirectly through the employer's reputation) recruitment (Gibbons & Schutt 2010; Macey & Schneider 2008).

Employee engagement has been defined differently by various scholars and consulting firms. Schaufeli (2013) points out that the everyday connotations of engagement refer to involvement, commitment, passion, enthusiasm, absorption, focused effort, zeal, dedication, and energy. Shuck (2011) suggested different approaches in describing employee engagement. Under the Needs-Satisfying Approach, Kahn, (1990) defined engagement as the "harnessing of organization members' selves to their work roles: in engagement, people employ and express themselves

physically, cognitively, emotionally, and mentally during role performances. Relatedly, the Multidimensional Approach by Saks (2006) defined employee engagement as “a distinct and unique construct consisting of cognitive, emotional, and behavioral components that are associated with individual role performance”. That is the degree to which an individual is attentive to their work and absorbed in the performance of their roles.

Cooper-Hakim and Viswesvaran (2005) contend that engagement is highly dependent on three psychological states: meaningfulness, safety, and availability. The psychological state of meaningfulness is a sense of return on investments of self in role performance, whereas safety is the sense of being able to show and employ self without fear or negative consequences to self-image, status, or career and finally availability is the sense of possessing the physical, emotional, and psychological resources necessary. Hence, employee engagement augur for employees' condition having organizational purpose. This connotes involvement, commitment, passion, enthusiasm, focused efforts, and energy of the employee. It demands positive views of life and work, feeling of energy and absorption, and extra-role behavior.

The Satisfaction-Engagement Approach by the Gallup Organization describes employee engagement as an individual's involvement and satisfaction with as well as enthusiasm for work” (Harter, Schmidt and Hayes, 2002) and finally the Burnout-Antithesis Approach that is rooted in occupational health psychology which views employee engagement as the positive antithesis of burnout. According to Maslach et al. (2001), engagement is characterized by energy, involvement, and efficacy, the direct opposite of the three burnout dimensions of exhaustion, cynicism, and inefficacy. Research on burnout and engagement has found that the core dimensions of burnout (exhaustion and cynicism) and engagement (vigor and dedication) are opposites of each other (Gonzalez-Roma et al., 2006).

In this view, employee engagement is defined as a concept in its own right as “a positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli, Salanova, González-Romá, and Bakker, 2002), whereby vigor refers to high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence even in the face of difficulties; dedication refers to being strongly involved in one’s work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge; and absorption refers to being fully concentrated and happily engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work.

For Sundaray (2011), employee engagement is believed to be “the level of commitment and involvement of an employee towards the organization and its values”. And finally Gatenby, Rees, Soane and Truss, (2008), define employee engagement as “being positively present during the performance of work by willingly contributing intellectual effort, and experiencing positive emotions and meaningful connections to others”.

Engaged employee consistently demonstrates three general behaviors which improve organizational performance: Say-the employee advocates for the organization to co-workers, and refers potential employees and customers; Stay-the employee has an intense desire to be a member of the organization despite opportunities to work elsewhere; Strive-the employee exerts extra time, effort and initiative to contribute to the success of the business (Baumruk and Gorman, 2006). In sum, employee engagement is essential as engaged employees experience (1) pleasure, joy, and enthusiasm, (2) good physical and psychological health, (3) better job performance, (4) increased ability to create job and personal resources, and (5) capability to transfer their engagement to others (Bakker et al., 2008).

Several studies provided empirical evidence on the relationship between employee engagement and work related outcomes. For instance, employee engagement has been found to be positively related to customer loyalty and employee performance (Salanova, Agut & Peiro, 2005), in-role performance (Schaufeli, Taris & Bakker, 2006), job satisfaction and organizational citizenship behaviours (Saks, 2006), employee proactive behaviours (Salanova & Schaufeli, 2008), and financial returns (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009).

Evidence also supports that nurse engagement in the workplace is related to increase in quality care and performance. This finding is supported by many researchers (Cho, Laschinger & Wong, 2006; Greco, Laschinger, & Wong, 2006) who report that engagement is a critical element in patient safety and preserving the quality of care. Engaged health workers “feel a sense of ownership, loyalty, and dedication to create a safe environment for patients and an effective and efficient working environment” (Tim, as cited in Gokenbach & Drenkard, 2011). Furthermore, current evidence suggests that nurse engagement is related to high quality patient care and improved performance. With the ultimate goal of safe, quality care, identifying strategies to help nurses stay engaged needs to be addressed.

2.2.1 Theoretical underpinning

Many scholars have consented that good research should be grounded in theory. This research study was based on two theoretical perspectives to understand and explain the underlying mechanisms involved in employee engagement and relationships between the variables. The theories included the Needs Satisfying Theory and the Social Exchange Theory.

Kahn (1990) asserted under the needs satisfying theory that, employees become engaged when three psychological conditions or needs are met: meaningfulness (that is, the feeling of receiving

return on investments of one's self in role performance), psychological safety (that is, feeling able to show and employ one's self without fear of negative consequences), and availability (that is, the belief of having the physical and mental resources to engage the self at work). This implies that when the job is challenging and meaningful, the social environment at work is safe, and personal resources are available, the needs for meaningfulness, safety and availability are satisfied and thus engagement is likely to occur (Kahn, 1990).

The theory highlights elements in organisational support including supervisors determining the nature of work, interpersonal relationships, job conditions, rewarding coworkers, career development among others that cause employees to engage.

On the other hand, the Social Exchange Theory stipulates that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence (Saks, 2006). It argues that relationships at work evolve over time into trusting, loyal, and mutual commitments as long as all parties involved abide by reciprocity or repayment rules. For example, when employees receive particular resources from their organization (e.g., a decent salary, recognition, and opportunities of development) they feel obliged to respond in kind and “repay” the organization (Cropanzano and Mitchell 2005). Social exchange theory can be explained by the concept of reciprocity.

According to Korsgaard, Meglino, Lester, and Jeong (2010), there are two forms of reciprocity. The first form is the obligation to reciprocate, which is the belief that someone will return a favor or engage in a behavior because they feel obligated to pay someone back. The second form of reciprocity is expected reciprocity. Expected reciprocity is the belief that if a person does something for another person, he or she should get some sort of benefit in return, in the near future.

Beham (2011) and Korsgaard et al. (2010) agree that employees will act in accordance with social exchange theory.

Saks (2006) points out that one way for individuals to repay their organisation is through their level of engagement. In other words, employees will choose to engage themselves to varying degrees and in response to the resources they receive from their organisation. This theory also provides a strong basis for linking organisational support to employee engagement.

2.3 Relationship between Variables

2.3.1 Employee Rewards and Employee Engagement

According to Reham et al., (2010), employee rewards play a vital role in determining the significant performance of an organization and it is positively associated with employee outcomes like employee engagement. Rhoades and Eisenberger (2002) assert that, employees who receive higher organisational support might become more engaged to their job and organization as part of the reciprocity norm of social exchange theory in order to help the organization reach its objectives. The implication is that when employees believe that their organization is concerned about them and cares about their well-being, they are likely to respond by attempting to fulfill their obligations to the organization by becoming more engaged (Saks, 2006). This care perceived can be in terms of rewards and recognition given.

Reward strategies can be described as management's key lever to creating higher levels of employee engagement (Bratton & Gold, 2007). Rewards generate higher levels of commitment amongst staff, which in turn create higher levels of performance (Bratton & Gold, 2007). There has been evidence from data collected by Gomez-Mejia and Balkin, 1992, as cited by Torrington, et al, (2008), that showed, organisations with the most attractive reward packages have lower turnover rates than those who pay poorly and have poor reward incentives. Gunnigle, Heraty, &

Morley, (2011), support this when they express that “Reward management has become especially important in helping to attract and retain talent and also in influencing engagement, performance and behaviour at work.

Kahn (1990) reported that people vary in their engagement as a function of their perceptions of the benefits they receive from a role. A sense of return on investments can come from external rewards and recognition in addition to meaningful work. Therefore, employees’ will be more likely to engage themselves at work to the extent that they perceive a greater amount of rewards and recognition for their role performances (Saks, 2006). Maslach et al. (2001) have also suggested that while a lack of rewards and recognition can lead to burnout, appropriate recognition and reward is important for engagement. In terms of social exchange theory, when employees receive rewards and recognition from their organization, they will feel obliged to respond with higher levels of engagement.

2.3.2 Job conditions and Employee Engagement

Rhoades & Eisenberger, (2002) note that job conditions such as promotions, job security, autonomy, job stress and training are positively related to increased employee engagement. Organisational support is increased when employees perceive a high level of job security (Rhoades & Eisenberger, 2002). Work environments that are high in work stress have been known to lower organisational support (Kuusio, Heponiemi, Sinervo, & Elovainio, 2010). Areas of job stress include work overload, role ambiguity and role conflict which are known indicators to decrease perceived organisational support and employee engagement (Kuusio et al., 2010).

Employee engagement decreases because employees feel their job and environmental demands exceeds their capabilities, thus leaving them overwhelmed and unable to perform their job effectively. The workload and control conditions from the Maslach et al. (2001) model also suggest

the importance of job characteristics for engagement. In fact, job characteristics, especially feedback and autonomy, have been consistently related to burnout (Maslach et al., 2001).

Researchers agreed that enriching employees' tasks by creating a more challenging, motivating and satisfying task will increase various work outcomes (Hackman & Oldham, 1975). The theoretical basis for various enrichment effort of jobs is the job characteristics model (Hackman & Oldham, 1975) which explained five motivating job dimensions that influences various organizational outcomes. These includes allowing employees to use different skills in doing their work (job variety), giving employees opportunity to complete the whole piece of work (job identity), making employees to realize the significant impact of their job on others (job significance), giving some amount of freedom, independence, and discretion for the employees to plan their work pace and method (autonomy), and informing employees about their own job performance from the job itself, and through other sources such as their colleagues, supervisors or customers (feedback).

According to the job characteristics model, these five core job dimensions are deemed to foster meaningfulness of the job, experienced responsibility for the job results, and awareness of the actual effects of the employees' work. These in turn is expected to create positive employee attitudes and work outcomes (for example internal work motivation and job satisfaction, productivity, work engagement and lower employee turnover).

According to the social exchange theory, employees who are provided with enriched, motivating and challenging jobs by the employer will feel obliged to respond with a higher level of attitudinal work outcome such as work engagement. In this study, it is expected that organizational interventions in the form of creating job with motivational, social and contextual job

characteristics, will result in employees who are more engaged in their work. In contrast to the earlier studies, this study will be different as it examines three core motivational job characteristics dimensions (autonomy, feedback and task significance) together with a social job characteristic variable (social support) and one contextual job characteristics (physical demand) in order to explore their relationships with work engagement (Corpanzano & Mitchell, 2005).

2.3.3 Supervisor Support and Employee Engagement

According to the needs satisfying theory, employees will engage depending on the amount of care and support they perceive to be provided by their organization as well as their direct supervisor. Supervisor support is described as employee beliefs that that their supervisors care about them and value their contribution; because supervisors act as agents/representatives of the organisation and are frequently charged with employee valuations and communication of organisation's overall goals to employees (Saks, 2006). Employees understand that supervisor's evaluations of subordinates are often conveyed to the upper management, further contributing to employees association of supervisor support with organisational support (Schiffirin & Nelson, 2010).

According to Rhoades and Eisenberger, (2002), employees tend to view their supervisor's orientation toward them as indicative of the organization's support. In addition, a lack of support from supervisors has been found to be an especially important factor linked to burnout (Maslach et al., 2001). Bates adds that first-line supervisors are believed to be especially important for building engagement and to be the root of employee disengagement (Bates, 2004). Employees who are close to the supervisor will tend to do a way that is consistent with the organization's objectives. Employees always look at the organization as a living entity because the organization has a responsibility to act as an agent, have real policies and norms that provide sustainability and the role of behavior, and expressed satisfaction with the individual employees

through the agent (Shanock & Eisenberger, 2006). Previous researchers had found a relationship with the supervisor is important for employees in determining how individuals define support in the workplace and their decision to engage in their work (Sluss & Ashforth, 2007).

Psychological safety involves a sense of being able to show and employ the self without negative consequences (Kahn, 1990). An important aspect of safety stems from the amount of care and support employees' perceive to be provided by their organization as well as their direct supervisor. In fact, Kahn (1990) found that supportive and trusting interpersonal relationships as well as supportive management promoted psychological safety. Organizational members felt safe in work environments that were characterized by openness and supportiveness. Supportive environments allow members to experiment and to try new things and even fail without fear of the consequences (Kahn, 1990). In their empirical test of Kahn's model, May et al. (2004) also found that supportive supervisor relations was positively related to psychological safety. Social support is also one of the conditions in the Maslach et al. (2001) model and a study by Schaufeli and Bakker (2004) found that a measure of job resources that includes support from colleagues predicted engagement. A lack of social support has also consistently been found to be related to burnout (Maslach et al., 2001).

Sanhari (2014) examined the relationship of health workers' engagement with their work in Tanzania. The study found that health workers perceived support from the immediate supervisors and perceived adequacy of competencies to perform influenced their engagement positively. It was also found that perceived adequacy of inputs (resources) was a potential factor but was not found to influence engagement. Bakker et al. (2007) found that supervisor support is positively related to employee engagement. In a recent study, Ugur and Emin (2010) discovered that supervisory

support was positively related to job satisfaction and affective commitment but negatively related to turnover intentions.

In the health care service, social support plays an important role both to healthcare providers and healthcare receivers. In Chevarie (2002) found that social support have implications for nurses' physical and emotional well-being. It is reported that, if nurses are supported, they will experience less stress, less feeling of frustration and high morale and involvement in positive work behaviours. Whereas, contextual job characteristics such as physical job demand and psychological job demand is expected to decrease work engagement of nurses

Based on the results of previous studies, supervisory support is negatively related to absenteeism, withdrawn behavior, and tardiness when to come to work or when returning to work after a break (Eisenberger *et al.*, 2006; Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). Supervisory support is negatively related to intention to leave (Eisenberger *et al.*, 2006) and the turnover of employees. At the same time, supervisory support serves to motivate employees to perform better. For instance, proper feedback from one's supervisor would increase the likelihood of being successful in achieving future work goals, leading to higher engagement.

2.5 Summary of literature review

The literature above has been able to explain the constructs under study and has ably explained the relationships between the study variables in line with the previous studies. It clearly indicated that several studies have been carried out on employee engagement and organisational support under its measures of employee rewards, job conditions and supervisor support.

Emanating from the theoretical review of the needs satisfying theory and social exchange theory, it can be noted that much as many studies have been undertaken in the area of engagement, few empirical studies have been done on enhancing employee engagement among health workers in the developing countries especially in Sub-Saharan Africa.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section presents the procedures that were used in carrying out the study. It explains the research design, study population, sample size and design, data source, data collection instrument, data collection procedure, measurement of the research variables, validity and reliability of the instrument, data management, data processing and analysis, ethical considerations and the limitations of the study.

3.1 Research Design

The study adopted a case study research design. This design enabled the researcher to do a fact finding inquiry on the study variables at Naguru Hospital and thus was able to explain the relationships between the study variables. A cross-sectional research design was also adopted because the researcher did not have any secondary data and thus collected first-hand information, but at only one point in time. A quantitative research approach was adopted because it was more reliable and objective and uses statistics to generalize the findings. In addition, it was more convenient to access the respondents through a close ended questionnaires.

3.2 Study Population

The population of this study contained the health workers at Naguru Hospital in Kampala ranging from Doctors, nurses, midwives, laboratory technicians, pharmacists, clinicians, dispensers, medical consultants, and all health related officers. According to Naguru Hospital Staff Audit (2016), the total number of health workers was 290 employees.

3.3 Sample Size and Sampling Procedure

The study comprised of a sample size of 165 respondents as determined by the sampling determination procedures table of Krejcie and Morgan (1970). The sample was selected using simple random sampling procedure to give each member an equal chance to participate in the study. Simple random sampling is also easy to use and it is accurate in representation of the larger population. At the end of data collection respondents from all the various categories of respondents were obtained without bias. The Unit of inquiry was the different health workers and the unit of analysis was Naguru Hospital Kampala.

3.4 Data Sources

As a result of not having already existing data on the study variables, the study relied on primary data. This data was collected from the respondents who were the health workers from Naguru Hospital. This data was obtained by the use of a questionnaire that was administered to the various respondents.

3.5 Data Collection Instrument

A standard structured Likert scale pre-coded close ended questionnaire was developed by the researcher and administered to the sample population to measure key variables. The questionnaire was divided into five sections that is; demographic information, and organisational support and employee engagement. The questionnaire contained close ended questions for easy answering by the respondents. The items in the questionnaires were developed on the already established scales of scholars as seen in the measurement of variables.

3.6 Procedure for data collection

Primary Data was collected from the respondents from Naguru Hospital. After the proposal was submitted to the graduate school, the researcher obtained an introduction letter from the graduate school which he presented to Naguru Hospital Administration plus a copy of the proposal. After approving the proposal, the researcher was asked to pay Shs. 100,000= as part of the requirement to allow the researcher collect data from the hospital. The researcher was thereafter given an introduction letter permitting him to collect data from the health workers. The researcher there after distributed the questionnaires to the various respondents and obtained their consent before filling in the questionnaires. After filling in the questionnaires, the researcher was able to collect the completed questionnaires.

3.7 Measurement of Variables

Organisational support was measured using the Items of organisational support Eisenberger et al., (1986). These items measured aspects of employee rewards, job conditions and supervisor support. Respondents answered using a seven-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree).

Employee Engagement was measured using the Utrecht employee engagement scale (UWES-9) developed by Schaufeli and Bakker (2003). This scale consisted of three underlying dimensions, which were measured with three items each: vigor, dedication, and absorption. Respondents reported on a seven point Likert scale ranging from 1 = “never” to 7 = “always”.

3.8 Reliability and Validity of the Instrument

The research questionnaire was adequately tested for reliability using the Cronbach Alpha Co-efficient. According to Decoster & Lambart (2005), the Cronbach Alpha estimates is the most

useful in ascertaining the degree of consistency of results. They also note that the data of coefficients of Cronbach Alpha value .70 and above are more reliable than those with less. It was established that the instrument was reliable since the coefficients values for employee rewards, job conditions and supervisor support were above .70 as seen in table 1 below.

Table 1: Reliability Results

Variable	Number of items	Cronbach Alpha value
Employee rewards	5	0.72
Job conditions	6	0.71
Supervisor support	6	0.71
Employee Engagement	17	0.79

Source: Primary

For content validity, the researcher used Content Validity Index (CVI). The questionnaire was given to three experts in the Human Resource field to examine the relevance of the various items in the questionnaire. Using the CVI formula, the researcher established that all items were above 0.7 and therefore valid (Amin, 2004) as seen below. CVI was preferred because it focuses on agreement of relevance rather than agreement per se and also focuses on the consensus reached from the experts rather than consistency. In the end, all the items in the final questionnaire were valid and relevant to the study variables.

$$CVI = \frac{\text{Number of items rated relevant by all experts}}{\text{Total number of items in the instrument}}$$

$$CVI = 29/34 = 0.85$$

3.9 Data Processing, Analysis and Presentation

The collected data from the questionnaires was coded for accuracy to ensure its accuracy, completeness and meaningfulness. Data was tabulated and input in the Statistical Package for

Social Scientists (SPSS) version 21.0. Descriptive statistics analysis were used to describe the sample characteristics of the study. Mean and standard deviation were also run for the individual variables to ascertain the average responses from the respondents. Inferential statistics analysis were used to answer the research questions for this study. To test the relationships between the study variables, Pearson's correlation analysis was carried out. To establish the extent of predicting employee engagement by each predictor variable, a linear regression analysis was done accordingly.

3.10 Anticipated Challenges of the Study

- i) Some respondents were not easy to approach and others took long to respond to the questionnaire in time. This in a way delayed the completion of the study. However the researcher constantly reminded the respondents and continually moved from various offices to get the data.
- ii) Uncooperative respondents were interfaced during this study and as a result at the end of the process, the response rate was 90.3% of the sample. However the response was sufficient to complete the study and generalize the study findings.
- iii) The researcher was further limited by the time. The research had to be conducted in a specified period of time to enable him complete the programme. This in a way limited the researcher from engaging other methodologies like qualitative which may have enhanced the findings of the study.

3.11 Ethical Considerations

The respondents were briefed about the purpose of the study and their consent was obtained before handing them the questionnaire for filling. Respondents were asked to sign in consent

forms. The study also considered respect and ensured the confidentiality of the information and anonymity of the respondents throughout this study. The data obtained was used for only research purposes.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter covers the analysis, presentation and interpretation of the results according to the objectives of the study which included;

- i. To establish the relationship between employee rewards and employee engagement among health workers in Naguru hospital in Uganda.
- ii. To examine the relationship between job conditions and employee engagement among health workers in Naguru hospital in Uganda.
- iii. To identify the relationship between supervisor support and employee engagement among health workers in Naguru Hospital in Uganda

This chapter is divided into sections. One section presents descriptive statistics that cover the demographic information of the respondents. The other section presents the inferential statistics in relation to the research questions.

4.2 Response rate

Out of the expected sample of 165 respondents, 149 respondents were able to respond representing a response rate of 90.3%. Details of the responses are presented in the subsequent tables.

4.3 Descriptive Statistics

The section below presents the background characteristics of the respondents who took part in the study. The characteristics of the respondents that were analyzed included; gender, age, marital status, education level and tenure. The section also highlights the descriptive responses of the respondents in terms of the mean and standard deviation for each of the variables of the study. The

summary in table 2 below represents the variable, the categories of the variables and the frequency and percentage frequency of the various categories of the variables. The purpose of this analysis was to ensure representation from the different categories of health workers and to establish if appropriate persons participated in the study.

Table 2: Distribution of the selected demographic characteristics

Variable	Frequency	Percentage
Gender		
Male	70	47
Female	79	53
Total	149	100
Highest Level of Education		
Certificate	42	28.2
Diploma	42	28.2
Degree	56	37.6
Masters	8	5.4
Others	1	0.7
Total	149	100
Marital Status		
Single	54	36.2
Married	83	55.7
Separated	6	4.0
Widow/Widower	5	3.4
Others Specify	1	0.7
Total	149	100
Age of respondent		
Below 20 years	1	0.7
21-30 Years	75	50.3
31-40 Years	47	31.5
41-50 Years	15	10.1
50 and above Years	11	7.4
Total	149	100
Number of years in an organization		
Less than 1 Year	38	25.5
1-3 Years	44	29.5
4-6 Years	45	30.2
7-9 Years	9	6.0
Above 9 Years	13	8.7
Total	149	100

Source: Primary Data

The findings in table 2 above indicate that out of the 149 respondents, the majority of them were female (53 percent) with males being 47 percent. However the differences is not much significant. This implies that Naguru Hospital is gender sensitive while making its appointments.

In regard to age, majority of the respondents were found to be aged between 20 to 30 years (50.3 percent), followed by those aged between 31 to 40 years (31.5 percent). This implies that the hospital has a youthful workforce.

For the marital status of the respondents, it was established that majority of the respondents were married representing 55.7 percent followed by those who are single with 36.2 percent. This indicates that majority of the employees have greater responsibilities not only concerning their jobs but also have family responsibilities.

In determining the education level of the respondents out of the 149, majority were diploma and certificate holders together accounting for 56.4 percent while those with a bachelor degree accounted for (37.6 percent). The high number of certificate and diploma holders could be attributed to the high number of nurses and other technicians qualified at that level and a good number of graduates as well.

To determine the number of years spent in an organisation, it was found out that majority of the respondents have spent three and less years representing 55 percent and those between 4 and 6 years representing 30.2 percent. This finding points to the fact the revamped Naguru Hospital was reopened in 2012.

Summary of the responses as per the research variables

Descriptive statistics were run for each variable to examine how the respondents rated on the various items in the questionnaire. The summaries and interpretation are highlighted below;

4.3.1 Employee Rewards

The study examined employee rewards on the various aspects of pay and recognition in the organisation be it intrinsic or extrinsic. The responses obtained are seen in the table below;

Table 3 Showing responses on employee rewards

Employee Rewards (N=149)	Descriptive Statistics				
	Min	Max	Mean	SD	Variance
My overall pay and benefits is satisfactory.	1	7	5.68	1.37	1.87
Even if I did the best job possible, the organization would fail to notice.	1	7	5.52	1.5	2.27
The organization values my contribution to its well-being.	1	7	4.64	1.76	3.1
The organization takes pride in my accomplishments at work.	1	7	4.49	1.65	2.74
I am satisfied with my current salary.	1	7	4.00	1.6	2.57

Source; Primary Data

According to the table 3 it was observed that on average respondents, slightly agreed that their pay and benefits is satisfactory (Mean= 5.68; SD=1.37). It is also seen that respondents slightly agreed that even if they did the best job possible the organisation would fail to notice (Mean=5.52; SD=1.5). This mean that the organisation does not recognize its employees when they do well at their work. It was also observed that respondents on average were neutral when it came to satisfaction with their current salary and organisation taking pride in their work accomplishments (Mean=4; SD=1.6: Mean=4.49; SD=1.65) respectively.

On the overall analysis, on the scale of 7, it can be seen that respondents were on average okay with their rewards in the organisation. Though majority thought that they were not well recognized for their efforts in the organisation.

4.3.2 Job Conditions

The researcher examined job conditions in line with career development, job security and the general care for the well-being of the employees. The responses are indicated in the table below;

Table 4: Showing responses on job conditions

Job conditions (N=149)	Descriptive Statistics				
	Min	Max	Mean	SD	Variance
My organization really cares about my well-being.	1	7	5.34	1.66	2.74
I always experience stress at the workplace.	1	7	5.21	1.87	3.49
I love the kind of work I am doing here.	1	7	4.29	1.65	2.73
I do my work independently without interference.	1	7	3.95	1.85	3.41
My organization is supportive of my long-term career development.	1	7	3.68	1.94	3.76
I feel that my job is secure.	1	7	2.81	1.88	3.54

Source; Primary Data

According to Table 4 above, it was observed that on average respondents slightly agreed that their organisation really cares about their wellbeing (Mean=5.34; SD=1.66). The respondents however reported that they slightly experience stress at work (Mean=5.21; SD=1.87). It was further reported that respondents reported high levels of job insecurity as they felt less secure on their jobs (Mean=2.81; SD=1.88). In the same vein, respondents felt the organisation is not very supportive of their long term career development (Mean=3.68; SD=1.94). Respondents also reported low levels of job autonomy (Mean=3.95; SD=1.85) and on average the respondents were loving what they were doing (Mean=4.29; SD=1.65).

These findings indicate that the hospital is not doing much to ensure good job conditions at the hospital which could have attributed to the increasing levels of disengagement among the health workers at the hospital.

4.3.3 Supervisor Support

The quality of relationships experienced at the workplace is critical in developing employee engagement to the organisation. The responses on supervisor support among the respondents are presented in table 5 below.

Table 5; Showing responses on supervisor support

Supervisor Support (N=149)	Descriptive Statistics				
	Min	Max	Mean	SD	Variance
My supervisor values my contribution and value to the organisation.	1	7	5.13	1.98	3.94
My supervisor takes pride in my accomplishments at work.	1	7	4.81	1.84	3.4
My working relationship with my supervisor is extremely effective.	1	7	4.55	1.78	3.16
I always know how satisfied my supervisor is with what I do.	1	7	4.47	1.78	3.18
My supervisor understands my problems and needs well enough.	1	7	4.46	1.76	3.12
I get timely feedback from my supervisor.	1	7	3.72	1.78	3.18

Source; Primary data

The findings in table 5 above indicate that on average, the respondents were agreeable to the fact that their supervisors valued their contribution to the organisation (Mean=5.13; SD=1.98). However most of the respondents were neutral to other aspects of supervisory support such as supervisors taking pride in their work (Mean=4.81; SD=1.84), having effective relationship (Mean=4.55; SD=1.78), and the supervisor understanding the employee problems and needs (Mean=4.46, SD=1.76). There was lack of timely feedback from supervisors (Mean=3.72;

SD=1.78) thus limiting employees from knowing whether their supervisors were satisfied with what they did (Mean=4.47; SD=1.78).

These findings are indicative of the fact that employees in Naguru hospital do not experience quality relationships at the hospital.

4.3.4 Employee Engagement

The responses from the health workers in regard to various aspects of employee engagement are presented in table 6 below;

Table 6; showing responses on employee engagement

Employee Engagement (N=149)	Descriptive Statistics				
	Min	Max	Mean	SD	Variance
I find the work that I do purposeful.	1	7	5.68	1.37	1.87
I am passionate about my job.	1	7	5.52	1.50	2.27
I am proud of the work that I do.	1	7	5.34	1.66	2.74
I always manage at work.	1	7	5.32	1.60	2.57
My job inspires me.	1	7	5.21	1.87	3.49
At my job, I am very strong, mentally.	1	7	5.15	1.60	2.56
Time flies when I'm at work.	1	7	4.64	1.76	3.10
To me, my job is challenging.	1	7	4.54	1.90	3.60
At my job, I feel strong and energetic.	1	7	4.49	1.65	2.74
It is difficult to detach myself from my job.	1	7	4.44	1.82	3.30
I am immersed in my work.	1	7	4.29	1.65	2.73
I can continue working for very long periods at a time.	1	7	4.15	1.81	3.28
At my work, I feel like bursting with energy.	1	7	4.00	1.60	2.57
I feel happy when I am working intensely.	1	7	3.95	1.85	3.41
I get carried away when I'm working.	1	7	3.72	1.87	3.50
When I am working, I forget about everything else around me.	1	7	3.68	1.94	3.76
When I get up in the morning, I forget everything else around me.	1	7	2.81	1.88	3.54
Grand Mean and Standard Deviation	1	7	4.13	1.74	

Source; Primary data

From the findings above, the grand mean and standard deviation reveal that the level of employee engagement is low (Mean=4.13; SD=1.74). This implies that the health workers at Naguru Hospital much as respondents find purpose in their jobs (Mean=5.68; SD=1.37), are passionate about their job (Mean=5.52; SD=1.50), are proud of their work (Mean=5.34; SD=1.66) and always manage at work (Mean=5.32; SD=1.60), they were not fully absorbed and not fully dedicated to their work at the hospital as indicated by the responses with low mean and mainly neutral responses as per the likert scale for instance being immersed in work (Mean=4.29; SD=1.65), working continuously for long (Mean=4.15; SD=1.81), feeling of too much energy for work (Mean=4.00; SD=1.6), feeling hard with working intensively (Mean=3.95; SD=1.85), forgetting everything while working (Mean=3.68; SD=1.94) and when the respondents wake up in the morning, they forget everything around them but working at the hospital (Mean=2.81; SD=1.88).

The results above are indicative that employee engagement is low and this makes the study relevant and therefore this low engagement among employees may probably explain the challenges facing Naguru hospital as elucidated in the contextual background and statement of the problem including; high incidences of chronic absenteeism, late arrival and early exit from work, high levels of moonlighting, and extortion of money from patients to mention but a few; which have all curtailed service delivery at the hospital.

4.4 Inferential Statistics

This section of the findings dealt with answering the research questions for this study. Correlation Analysis was carried out to establish the relationships between the study variable because the study focused on investigating the relationship between the study variables. Pearson (r) Correlations were used to test the direction and strength of relationships that are extant among the study variables which were; Organisational Support (employee rewards, job conditions, supervisor

support) and Employee Engagement. Pearson correlation was used because of the interval nature of the data. Table 7 below shows the results of correlation analysis.

Table 7: Results of correlations analysis

Variables	Correlations			
	1	2	3	4
Employee Engagement(1)	1			
Supervisor Support(2)	-0.016	1		
Job Conditions(3)	0.807**	0.007	1	
Employee Rewards(4)	0.750**	0.008	0.395**	1

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Source; Primary data

4.4.1 The relationship between Employee rewards and Employee Engagement

Results indicated that there is a strong significant positive relationship between employee rewards and employee engagement ($r= 0.750$, $p<0.01$). This implies that when there are improvements in the levels of employee rewards (both intrinsically and extrinsically), employee engagement will also increase. This attests that employee rewards may influence employees' level of engagement to their work and to their organisation.

4.4.2 The relationship between Job Conditions and Employee Engagement

The findings of the study in table 4.2 revealed that there is a strong significant positive relationship between job conditions and employee engagement ($r= 0.807$, $p<0.01$). This implies that when there are improvements in job conditions such improved working conditions, doing meaningful and challenging work, reduced work stress and the general work environment, employee engagement will be enhanced while a decline in the job conditions will also lead to a decline in employee engagement.

4.4.3 The relationship between Supervisor Support and Employee Engagement

Findings on the relationship between supervisor support and employee engagement established that no relationship existed between the two ($r = -0.016$, $p > 0.01$). This implies that when there is a change in supervisor support there will be no change in the employee engagement.

4.5 Regression Analysis

A regression analysis was conducted to establish the variance explained by each of the independent variables employee rewards, job conditions and supervisor support towards project sustainability as indicated in the conceptual framework. We used the multivariable linear regression model to estimate the effect of the selected independent variables on employee engagement. The results in the Table 8 below shows the combined impact of the global variables employee rewards, job conditions and supervisor support on employee engagement.

Table 8: Results of the regression analysis

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t-statistic	p-value
	B	Std. Error	Beta		
(Constant)	0.867	0.156		5.55	<0.001
Employee Rewards	0.391	0.025	0.511	15.81	<0.001
Job Conditions	0.435	0.023	0.605	18.70	<0.001
Supervisor support	-0.017	0.021	-0.024	-0.81	0.421

a. Dependent Variable: Employee Engagement

F-statistic = 329.1, p-value = <0.001, R-squared=0.872, Adjusted R-squared=0.869

Source; Primary Data

Results in Table 4.3 indicate that the model was well specified and can significantly be used to predict the changes in employee engagement (F-statistic=329.1, p-value<0.001). A significant causal effect between employee rewards and employee engagement exists that is, a unit change in employee rewards, on average brings about a 0.511 increase in employee engagement ($\beta = 0.511$, $p < 0.001$). Again the results showed that a unit increase in job conditions, on average increases

employee engagement by 0.605 assuming other factors constant ($\beta=0.605$, $p<0.001$). The results further indicate that supervisor support had no significant casual effect on employee engagement ($p\text{-value} > 0.05$).With regard to combined variation, employee rewards, job conditions and supervisor support explained 86.9 percent of the total variation in employee engagement (Adjusted $R^2 = 0.869$).

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The aim of this research study was centered on examining the relationship between Organisational Support (employee rewards, job conditions and supervisor support) and Employee Engagement. This chapter presents the discussion of findings observed and inferred from the data provided in chapter four in relation to the study objectives, review of related literature and the problem presented in the background in chapter one. This chapter is divided into three sections; the first section deals with the discussion, the second provides the recommendations and conclusions and the third section presents suggestions for further research.

5.2 Discussion on the findings of the study

The discussion of the findings is in relation to the objectives of the study.

5.2.1 The relationship between Employee rewards and Employee Engagement

The findings of the study revealed that there is a significant positive relationship between employee rewards and employee engagement among the health workers in Naguru Hospital. This implied that when employees are given more rewards which may be both intrinsic and extrinsic, they will reciprocate by engaging themselves to their work and to their organisation.

These findings are supported and can be explained by the social exchange theory which articulates that when employees receive particular resources from their organisation such as a decent salary, recognition, opportunities for learning and career growth, they feel obliged to respond in kind through showing vigor, dedication and absorption in their work and their organisation (Saks, 2006).

These findings are supported by the works of other researchers and scholars such as; Obicci (2015) whose study on the influence of intrinsic and extrinsic rewards on employee engagement in the public sector of Uganda reported that indeed rewards influence employee motivation in the public sector. Similarly, Maslach et al. (2001) noted that while a lack of rewards and recognition can lead to burnout, appropriate recognition and reward is important for engagement.

Therefore increase in rewards provision will enhance employee engagement and furtherance decrease in the problems of employee disengagement. Appropriately higher rewards will increase employee engagement and also increase the health workers capacity to deliver services to the beneficiaries of Naguru Hospital.

5.2.2 The relationship between Job Conditions and Employee Engagement

The study findings revealed that there is a significant positive relationship between job conditions and employee engagement among the health workers at Naguru Hospital. This means that ensuring appropriate working conditions, justice in the work place, job security, promotions, assigning challenging and meaningful work and constructive feedback among others will generally drive employee's level of engagement at the hospital through enhancement of physical, mental, emotional, and spiritual well-being of employees.

These findings can be explained by the Needs satisfying theory (Khan, 1990) which proposes that when the employees' job is challenging and meaningful, the social environment at work is safe, and personal resources are available, the needs for meaningfulness, safety and availability will be satisfied and thus engagement is likely to occur.

Previous researchers and their research findings confirm similar findings in Naguru Hospital. For instance Rhoades & Eisenberger, (2002) established that job conditions such as promotions,

job security, autonomy, job stress and training are positively related to increased employee engagement. Corpanzano & Mitchell, (2005) add that job characteristics such as autonomy, feedback and task significance together with contextual job characteristics such as the working conditions and physical demands influence employee engagement.

Therefore the hospital needs to pay attention to the job and working conditions at the hospital to drive engagement. This is more critical given that majority of the respondents were married meaning they have greater responsibility for both work and their lives.

5.2.3 The relationship between Supervisor Support and Employee Engagement

The study findings revealed that there is no relationship between supervisor support and employee engagement among health workers in Naguru Hospital. This meant that the health workers in the hospital felt that supervisory support is not a key contributor to their engagement at work. This finding however is unique because it contravenes previous studies that have asserted that supervisor support is a key antecedent of employee engagement. For instance the needs satisfying theory asserted that employees will engage depending on the amount of care and support they perceive to be provided by their direct supervisor (Khan, 1990), Bakker et al. (2007) found that supervisor support is positively related to work engagement. It was not clear though whether co-worker support would have influenced their levels of engagement.

5.2.4 The influence of Organisational Support on Employee Engagement.

The overall objective of the study was to examine the influence of organisational support on employee engagement. The findings from the regression model indicated that the indicators of organisational support that is employee rewards and job conditions were significant predictors of employee engagement. And the overall impact of organisational support on employee engagement

was 86.9 %. This means that if Naguru hospital wants to promote employee engagement among its health workers, they need to ensure that they provide total employee rewards and pay attention to various job conditions in the hospital.

These factors were even highlighted to be key contributors of employee disengagement in the hospital as seen through asking for money from patients and abscondment from work. These findings are supported by other researchers. Gyekye and Salminen (2007) showed that employees who gain organizational support will have more vigor dedication and stronger feelings of faithfulness and allegiance towards the organization.

5.3 Conclusion

The biggest plague that is eroding effective service healthcare delivery in hospitals in Uganda is creating a work environment that will ensure an engaged workforce that can demonstrate vigor, dedication and absorption to their work and to their organisation. The study confirmed that Naguru Hospital is experiencing employee disengagement among its health workers. The study further indicated that the job conditions and supervisor support is not adequate at the hospital. In addition, it can be deduced the variables of employee rewards and job conditions are significant in driving employee engagement at the hospital.

5.4 Recommendations

Based on the results from the predictor model, the researcher makes the following recommendations on how to enhance employee engagement among health workers.

1. Management of Naguru Hospital should review its policies on employee reward and should strive to create and offer fair and equitable rewards to its health workers.

2. Management should adopt a total reward policy where in addition to pay they can give recognition, learning and career development opportunities, intrinsic rewards, and benefits among others.
3. Management should improve on the job conditions in the hospital such as giving meaningful work, improving on the working conditions, employee safety at work, introduce shift work, ensure teamwork and co-worker support among others.

5.5 Areas of further Research

The researcher proposes that further research may be conducted in investigating more about supervisor support and employee engagement since many studies have found a significant relationship between the two. The scope of the study should also be expanded by looking at more hospitals to get a more general picture of health worker engagement. Further still, qualitative data should also be collected and analyzed to ensure richness of the study findings as provided by this study.

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Research Questionnaire

Dear Participant,

I am currently pursuing my studies leading to the award of a degree of Masters of Business Administration of Kyambogo University. In partial fulfillment for the requirements before being awarded this degree, students must undertake a research study. In line with the above, the researcher is administering this questionnaire to collect data on “ORGANISATIONAL SUPPORT AND EMPLOYEE ENGAGEMENT IN PUBLIC HOSPITALS IN UGANDA; A CASE OF NAGURU HOSPITAL KAMPALA”.

The participation in this study is voluntary and the information received will be treated with utmost confidentiality and will strictly be used for academic purposes. There is no correct or wrong answer. Be as honest as possible.

Your invaluable time and cooperation is highly appreciated.

SECTION A: DEMOGRAPHIC INFORMATION

Position/Job Title.....

Gender (Tick where appropriate)

MALE		FEMALE	
-------------	--	---------------	--

Age of Respondent

Below 20 years		20-30 Years		31 - 40 Years		41 – 50 Years		50 and Above	
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Marital Status

Single		Married		Separated		Widow/Widower		Others Specify	
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Educational qualifications

Certificate		Diploma		Degree		Masters		Others Specify	
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How long have you worked in this company

Less than One Year		1 – 3 Years		4 – 6 Years		7 – 9 Years		More than 10 Years	
-----------------------	--	----------------	--	----------------	--	----------------	--	-----------------------	--

SECTION B: Organisational Support (please circle the most appropriate number using the scale below)

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neutral	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

No.	Organisational Support	7	6	5	4	3	2	1
	Employee Rewards							
OS1	I am satisfied with my current salary.							
OS2	My overall pay and benefits is satisfactory.							
OS3	My organization is supportive of my long-term career development.							
OS4	My organization takes steps to insure that I maximize my career potential.							
OS5	My organization provides me with the opportunity to achieve my career goals.							
	Job conditions							
OS6	My organization really cares about my well-being.							
OS7	I love the kind of work I am doing here							
OS8	My organization is supportive of my long-term career development.							
OS9	I do my work independently without interference.							
OS10	I always experience stress at the work place.							
OS11	I feel that my job is secure.							
	Supervisor Support							
OS12	My working relationship with my supervisor is extremely effective.							
OS13	My supervisor understands my problems and needs well enough.							
OS14	My supervisor values my contribution and value to the organisation.							
OS14	My supervisor takes pride in my accomplishments at work.							
OS16	I always know how satisfied my supervisor is with what I do.							
OS17	I get timely feedback from my supervisor.							

SECTION C: Engagement THE UTRECHT EMPLOYEE ENGAGEMENT SCALE (UWES)

Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
1	2	3	4	5	6	7


No.	Employee engagement	1	2	3	4	5	6	7
EE1	At my work, I feel bursting with energy.							
EE2	I find the work that I do purposeful.							
EE3	Time flies when I'm at work							
EE4	At my job, I feel strong and energetic.							
EE5	I am passionate about my job							
EE6	When I am working, I forget about everything else around me.							
EE7	My job inspires me.							
EE8	When I get up in the morning, I forget everything else around me.							
EE9	I feel happy when I am working intensely							
EE10	I am proud of the work that I do.							
EE11	I am immersed in my work.							
EE12	I can continue working for very long periods at a time.							
EE13	To me, my job is challenging.							
EE14	I get carried away when I'm working.							
EE15	At my job, I am very strong, mentally.							
EE16	It is difficult to detach myself from my job.							
EE17	I always manage at work.							

Thank you for your participation in this study

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970


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Office of the Dean, Graduate School

21st August 2017

To Whom It May Concern

RE: LETTER OF INTRODUCTION

Dear Sir/Madam,


This is to introduce **Mr Irarora Boniface** Registration Number **15/U/14439/MBA/PE** who is a student of Kyambogo University pursuing a Masters Degree.

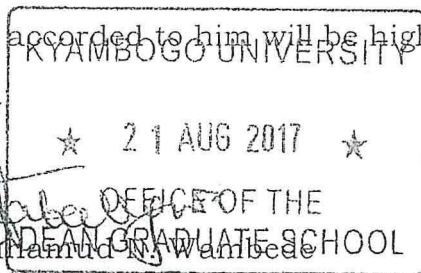
He intends to carry out research on **“Organisational Support and Employee Engagement among Health Workers in Public Hospitals in Uganda: A Case of Naguru Hospital Kampala”** as partial fulfillment of the requirements for the award of the Master of Business Administration

We therefore kindly request you to grant him permission to carry out this study in your institution.

Any assistance accorded to him will be highly appreciated.

Yours sincerely


Assoc. Prof. Muhammad N. Wambese
DEAN, GRADUATE SCHOOL





FOR ANY CORRESPONDENCE ON THIS SUBJECT PLEASE QUOTE NO

CHINA-UGANDA FRIENDSHIP HOSPITAL, NAGURU
P. O. Box 20145,
Nakawa, Uganda
Tel: Hospital Director: +256-41289741
General Line: +256-414289740



REF: HD/CUFH-N/06/07/17

4th September 2017

Mr. Irarora Boniface
Kyambogo University
P.O Box 1
Kyambogo

PERMISSION TO CONDUCT RESEARCH

Reference is made to your letter dated 21st August 2017 requesting this hospital to grant you permission to conduct research, as a requirement for the award of a Masters of Business Administration. The research topic is Organization Support and Employee Engagement among Health Workers in Public Hospitals in Uganda.

This is to inform you that permission has been granted. You will work with the Head Clinical Services.

At the end of the study, you must share the research findings with the hospital by providing a copy of the dissertation to the Research Committees and you will be provided with a letter confirming completion of the study.

[Handwritten Signature]
Dr. Bathbwe Emmanuel
Hospital Director

OFFICE OF THE
HOSPITAL DIRECTOR
★ 04 SEP 2017 ★
CUFH NAGURU
P.O. BOX 20145 NAKAWA (U)

Copied to: Head Clinical Services

CONSENT FORM

The participation in this study is voluntary and the information received will be treated with utmost confidentiality and will strictly be used for academic purposes.

Therefore, before participating in this study, your consent is important for the success of this research.

Respondent's Signature ANA

Respondent's Contact ... 0758749679