

**PSYCHOLOGICAL CAPITAL, POSITIVE WORK ENVIRONMENT AND  
SUCCESSFUL AGEING AT WORKPLACE IN LOCAL GOVERNMENT  
ORGANISATIONS: A CASE OF KIRA MUNICIPAL COUNCIL,  
WAKISO DISTRICT**

**BY**

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## DECLARATION

I, **Bukenya Samson Musoke** declare this dissertation is my original work and has never been presented for a degree in any other university.

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Signature: .....

Date: .....

**APPROVAL**

We confirm as university supervisors that this work was done under our guidance.

Signature: .....

Date: .....

**Assoc. Prof. James Kagaari**

Signature: .....

Date: .....

**Dr. Nathaniel Mayengo**

## **DEDICATION**

To my beloved parents.

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## **ABBREVIATIONS AND ACRONYMS**

AU	- African Union
GOU	- Government of Uganda
HERO	- Hope, Self-efficacy, Resilience, and Optimism
ILO	- International Labour Organisation
KYU	- Kyambogo University
PC	- Psychological Capital
PWE	– Positive Work Environment
SAW	- Successful Ageing at Workplace
UNDESA	-United Nations Department of Economics and Social Affairs

## ABSTRACT

The study investigated the relationship between psychological capital, positive work environment, and successful ageing in workplace. Using a correlational design, data was collected by help of a structured questionnaire from a stratified random sample of 258 employees of Kira municipal council. Data analysis techniques included descriptive and inferential statistics. A significant and inverse relationship ( $r = -.38$ ,  $P < 0.01$ ) was found between a positive work environment and successful ageing, and psychological capital was positively and significantly correlated with positive work environment at the workplace ( $r = .39$ ,  $P < 0.01$ ). Psychological capital and positive work environment explained 38.7 % of the variation in successful ageing at workplace and a positive work environment significantly mediated ( $a*b = -.43$ ,  $p \leq 0.01$ ), the linkages amidst psychological capital and successful ageing. Therefore, to age successfully at the work place, employees need to have good psychological capital and positive work environment. In addition, Good psychological capital develops positivity in employees that motivates them to expand their personal energies and effectively utilise the available organisational resources to do their job tasks well. When employees feel more productive, they perceive their work environment as supportive which increases successful ageing. To sustain the role of psychological capital in successful ageing, local government organisations need to ensure that work environment supports psychological capital by enabling more autonomy, self-efficacy, creativity and innovation.

## **CHAPTER ONE: INTRODUCTION**

### **1.0 Introduction**

This chapter contains the study's background, problem statement, objectives, significance, scope and conceptual framework.

### **1.1 Background**

#### **1.1.1 Historical perspective**

Successful ageing started receiving attention in the mid of the 20<sup>th</sup> century (1950s) by human development-related scholars (Gumpert, 1954; Havighurst & Orr, 1955; Birren, 1958, and Zacher, 2015). Prior to the emergence of scholarly debates related to positive psychology, studies on ageing successfully focused on an innovative and rather positive perspective about advanced age and the ageing course. Before then, negative associations were linked to ageing as a basis for physical and intellectual decline, depression and reliance among employees (Zacher, 2015).

Empirical analyses got interested in appreciating that even with ageing, majority of the employees retain personal and contextual resources for scoring improved degree of performance and well-being. In 1961, a theory of successful ageing cropped up pointing to the individual and social life conditions upon which employees maximise satisfaction and happiness. These very conditions are a basis for society maintenance of equity of realization of felt needs among various groups throughout their work time as young, middle aged and old men and women (Havighurst, 1961, 8).

Researchers went on trying to conceptualize successful ageing and with time, success was broadly conceptualized as the realisation of constructive, wanted, or envisioned products of

one's efforts (Pruchno, Wilson Genderson, & Cartwright, 2010). Scholarly evidence empirically points to geriatrics psychology of life span being conventionally extricating subjectivity from objectivity in the criterion for ageing successfully. It's on basis of this criteria that well-being is distinguished from physical wellbeing anchored on measurements of self-report against diagnosis by physician.

As the 20<sup>th</sup> century was closely getting to an end, analysis and scholarship encompassed phenomena related to emotional well-being looking at employee perceptions for sustained personal progression (Freund & Baltes, 1998). Besides, effects of psychological well-being point to advanced subjective criteria for employees to sensitively age successfully amidst exposure to increased age-related depreciations as age increases (Shmotkin, & Ryff, 2002).

Later in 1980s and 1990s, the conceptualization of successful ageing embraced the acknowledgement of the heterogeneous objectivity among older employees at work and called for mechanisms aimed at enhancing their performance until retirement (Rowe & Kahn 1987, 1997). However, critics have argued that juxtaposition of the process and outcomes as Rowe and Kahn's (1997) did render them vulnerable to subjectivity by emphasizing individual control over outcomes while neglecting the comprehensive attributing related to social-cultural, historical and entire structural dynamics determining employee successful ageing at workplace.

Therefore, empirical analysis on the rates at which employees age successfully connote to the fact that with a favourable working environment and strong psychological abilities, many of the employees see themselves ageing successfully as compared to those in the affirmative (Depp & Jeste, 2006; McLaughlin et al., 2010).

### **1.1.2 Conceptual Perspective**

#### **Psychological Capital**

Psychological capital is an individual attribute related to a progressive sense of living anchored on 'HERO' which stands for having Hope, building self-efficacy, having higher levels of resilience but also being optimistic (Luthans et al., 2006). As a vital aspect in employee performance and well-being, psychological capital connotes personal resources that individuals utilize to elevate their job performance and their success. This is normally done through advancement in self-efficacy, optimism, hope, and resilience by training coaching of employees (Luthans, & Youssef-Morgan, 2017). Hope and optimism are both personality traits that have been linked to psychological well-being (Ahrens, 2016). As one of the most pressing aspects of psychological abilities, self-efficacy connotes to an employee's belief towards productive abilities.

On the other hand, resilience points to recovery abilities of an employee from any shocking adversity pointing to regeneration of studier momentum to overcome negative occurrences (Luthans, 2002). The HERO pivotally contributes in building employee perception of working environment and the decisions to either age at workplace or quit. Therefore, psychological capital builds on hope among employees, levels of efficacy possessed by employees, degree of resilience and the levels of optimism employees portray to which truly support employee wellbeing thus, contributing to ageing at workplace (Luthans, & Youssef-Morgan, 2017).

In a synergized manner, the HERO build employee's sense of control, intentionality and agentic goal in pursuing progressive assessment of possibilities for realization of employee goals out of perseverance until retirement (Luthans, & Youssef-Morgan, 2017). Hence in

this study, psychological capital was articulated as a personal attribute of employees that encompasses their ability to assess their situation positively and foresee success, grounded in the elements of hope, self-efficacy, resilience, and optimism (Singhal & Rastogi, 2018).

### **Positive Work Environment**

The positivity of a work environment is by descriptive analysis linked to employee happiness and satisfaction based on effective communication, career growth opportunities, creativity and innovation, positive interaction with others but also a clear common purpose & rewards system (Gangwar, 2018 & Froman, 2010). Workplace environment is relevant to employee work life as most of the time and satisfaction from work environment tantamount into positive work outcomes (Hafeez et al, 2019). A working environment that is noisy, the nature of colour, the level of temperature, the design of workplace as well as interior design of the plant affect the performance and well-being of employees (Awan & Tahir, 2015).

On the other hand, a comfortable environment promotes employee job focus, better employee performance, improved organisational productivity and staying at the job for long (Chotikamankong, 2019). A positive work environment provides employees the prospect to perform efficiently and not only supports recruitment but also retention at work place until retirement (Awan & Tahir, 2015). Such a positive work environment is a basis for gorgeous and progressive atmosphere at workplace through which preminent use of skills, competences, and knowledge is applied by employees for efficient execution of work tasks until they age (Hafeez et al., 2019).

Therefore, organizations ought to invest in building employee psychology towards perceiving the workplace environment to being positive for purposes of retaining them until they successfully age.

### **Successful Ageing at Workplace**

Successful ageing at workplace connotes advanced degree of life gratification anchored on well-being in later stages of life at workplace (Hannes et al., 2018). However, medics have conceptualized one ageing successfully at workplace as preserving of high bodily and intellectual functionality as well as sustained engagement activities translating into employee productivity in older ages at work (Hannes et al., 2018). It ought to be noted that organizational psychologists should interest themselves on how successful ageing at workplace by employees can be realized. Hannes et al. (2018) concludes that ageing successfully at work is most likely vital for work outcomes in reference to performance at workplace. Indeed, the workplace presents unique experience one for one to analyse the circumstances and processes of successful ageing mainly when employees live throughout their adult lives working while continuously developing repertoire of knowledge and skills which last throughout one's career as workers' lives become longer and fewer young workers enter the work force (Stamov & Jeske, 2017).

Even as they age, employees often retain attributes that enable them to remain useful at work. A positive workplace environment has been discovered to foster successfully ageing at work (Stamov & Jeske, 2017). Some of the Initiatives for ageing successfully at work encompass helping employees in maintaining vital skills that enable them to match the characteristics of the job and nature of workplace environment (Abraham & Hansson, 1995).

Hence, successful ageing at work is holistic, covering; psychological factors, adaptability, good wellbeing, positive interpersonal relations, career development as well as personal security (Özsungur, 2021).

### **1.1.2. Theoretical Perspective**

There are various theoretical Gerontological and psychological frameworks on successful ageing at the workplace such as Activity, Disengagement, and Continuity Theories, Lifespan Developmental Theories of Successful Ageing, Resource theories, the other being the Socioemotional Selectivity Theory, Theory of Disengagement, Motivational Theory of Lifespan Development, Activity theory as well as the Continuity theory. However, this study was guided by the Continuity Theory that has for some time now guided the debate on ageing successfully.

#### **The Continuity Theory of successful ageing**

The study was based on the Continuity of Atchley (1971). The theory posits that employees have to effectively utilize their internal and external attributes in order to age successfully (Atchley, 1989). psychological capital was identified by Kun and Gadanecz (2019) as a key internal attribute and positive working environment as an important external factor which enable employees maintain vital skills that enable them to age successfully. The central argument of the theory is that successful ageing is about maintaining, activity, productivity and usefulness throughout a person's working time till retirement (Atchley, 1989).

In connection to The Continuity Theory of successful ageing are not only anchored on the internally developed structural arrangements but also externally structured arrangements

for giving descriptive undertones for people's adaptation and goals setting as well as realization in the due course of ageing (Atchley, 1989).

The Continuity Theory assumes that employees' individual internal structure comprises of character, thoughts, and views which remain relentless in their course of life and their utilization determines whether an individual age successfully or not (Atchley, 1989). The Continuity Theory of ageing argues that one's individual personality, ideas and beliefs provide experience base for making decisions upon their future life anchored on past experiences (Savickas, 2005). The Continuity Theory also assumes that employee's structural externalities built along interactions and social expectations upon which employees are supported to sustain a stable self-concept and lifestyle that leads to successful ageing.

The Continuity Theory provides another relevant concept regarding positivity in the ageing process applicable to successful ageing at work in a working environment (Choi et al., 2019). This is because Continuity Theory presupposes that employee activities engage in reflection of the past activities, progressive learning related to work in a given working environment (Rapanta et al., 2020). Basing on this idea, employees with different psychological capital levels ought to be provided with a positive working environment for eloquent enduring tasks reflecting to their preferential deeds and their motivation (Kun & Gadanez, 2019).

It is argued that individuals tend to embrace sustainable linkages to the past and the future (Cook, 2018). Continuity is built on variable rates at extreme less (too little), extreme much (too much) and ideal (optimal). The lesser continuity leads to anxious sensation that the

employee's life becomes unpredictable while more continuity renders employees bored and vague (Stockard, 2021).

The ideal or optimal levels of continuity connotes to sustainable and adequate contest for modification that employees are never overwhelmed. In this context, Continuity whether from internally or externally is derived from an employee's personality ranging from temperament, traits, emotions, and experiences that define their uniqueness. As internally constructed continuity creates linkages to the past experiences (Rowson & Phillipson, 2020), externally constructed continuity is derived from dynamics linked to environmental physical and social structures being linked to the jobs performed (Massie & Szajnberg, 2018).

The theory assumes that as employees age at work they actively engage in individual construction. From a Continuity Theory presupposes that employee hypotheses are predisposed to the process of subjective social reality construction through peer-based learning but also socialized by mass media thus, determining who they are (Wang, & Lv, 2020). Therefore, the subjective construction of perceptions for sustainability at work has been theoretically explored than empirically studied and this study sought to amplify this cause.

### **1.1.3 Contextual Perspective**

Across the globe, elderly worker related policy frameworks are being tried to increase the number of workers ageing at work force (Özsungur, 2021). Psychological and work environmental factors such as satisfaction at job, commitment of the organization, improved employee wellbeing, decline in finances in the current context and positive

psychology for effectiveness of older employees' retention at workplace (Cheung & Wu, 2013).

Averagely, the elderly at workplace is increasing in the labour force and they are expected to continue being steeper in Asia and the Pacific from 40.3% to 42.3%, in Europe and Central Asia to 42.6% from 41.4% in 2017 (ILO, 2018) but also in Africa and the Arab States where there are many youths who with time will definitely age (ILO, 2019).

Africa as a continent although still enjoying majority of its work force being youthful, is also being faced with the challenge of older employees at workplace that the African Union while working closely with Age International came up with a “Framework and Plan of Action on Ageing” traced as early as 2002. In Sub-Saharan Africa, there are approximately 58 million employees aged 60 and older, with this number projected to grow to 215 million by 2050. This increase is expected to contribute to a rise in the population share from 6% to 10% (UNDESA, 2011). However, most of the countries have done less to come up with policies that can support successful ageing at workplace yet it calls for national policies to guide organizations on establishment of better wellbeing measures, especially the old to keep them physically and psychologically alive at work places (Douglass, 2016).

In Uganda, recent estimates indicate that the elderly work force, an approximately of 1,304,500 and being projected to reach 5,420,000 by 2050 (UBOS 2012; UNFPA and HAI 2012) of the labour force is ageing over time. These are either working with the public or private sector to which those in public retire at the age of 60 (Pension Act, 1946) and those in the private sector most probably at 55 years given that the NSSF Act (1985) provides for

access of one's funds at that age. In this period of time, workers spend almost over 40 years working with organizations through which they experience a lot of psychological and workplace environmental tests that they need to overcome.

The NSSF also under the new law states employees that qualify for benefits for example employees that are 45 years old and have contributed to the fund for the last ten years and employees that are 40 years old and have a disability and have contributed to the fund for the last ten years. Just like Nzabona and Ntozi, (2015) argued, as workers age at work place, they need to develop their psychological capital through facing a positive workplace environment full of socio-economic activities, education, Possession of indigenous and expertise knowledge, feeling a sense of belonging, good wellbeing, counseling and guidance and others for ensuring that employees age gracefully at work place. However, the scanty empirical evidence on how psychological capital and positive work environment were related to ageing at the workplace specifically in the Ugandan context prompted this study.

## **1.2 Statement of the problem**

All organizations would wish to foster successful ageing in order to support their employees smoothly grow through their career path from early age to advanced ages of retirement with reduced likelihood for incapacity to work (Hannes et al., 2018). Organizations also derive interest in ensuring improvement of their employees physically and intellectually in productivity as well as sustainability of social interaction during prolific endeavors in a pleasing state as they age at work (Hannes et al., 2018).

For organizations to ensure successful ageing among employees, they ought to embark on a deliberate move towards ensuring that employees are hopeful, resilient, with high efficacy and optimism (Alkahtani et al., 2020). A culture of communicating openly, providing growth opportunities, and allowing employees to working creatively can help them to develop up building relationships that are beneficial even after retirement (Gangwar, 2018 & Froman, 2010).

The Ugandan government has through section 13 of Occupational Safety and Wellbeing Act, 2006 rendered it mandatory for employers to promote emotional and bodily wellbeing as well as employee safety and welfare through prevention of wellbeing risks linked to the use, handling, storage and transportation at work (GOU, 2006).

However, Uganda's Ministry of Gender, Labour, and Social Development reports that most employees retire at 60 in the private sector and 55 in the public sector. Upon retirement, they commonly face serious physical and mental challenges and show reduced participation in social and productive activities (MGLSD, 2020; Bukuluki et al., 2016). Uganda has close to 1,304,500 ageing workers and many are in local governments (UBOS 2020). Older employees are also educated on how to effectively use their retirement package to earn a living and remain respectable elders (SEMA, 2020). However, Kira Municipal Council (MGLSD,2019, 2020) continue to report work disengagement, asked to leave office and suicide attempts among older employees, leading to unmet public service delivery and dissatisfaction by communities on the quality and needs. Despite such reports, no specific study had been conducted to examine the problem of unsuccessful ageing among employees. Given the scarcity of knowledge and information about the relationship between psychological capital, positive workplace environment and successful ageing at

workplace and specifically in the Ugandan work context and the existence of the problem of unsuccessful ageing at work, this study was justified not only on the knowledge gap context but also in guiding policy making. Therefore, the researcher was compelled to examine the connection between psychological capital, positive work environment and successful ageing at workplace, specifically in Kira Municipal Council.

### **1.3 Purpose of the study**

The study examined the connection between psychological capital, positive work environment and successful ageing at the workplace in local government organizations using Kira Municipal Council as a case study.

### **1.4 Specific objectives**

1. To determine how psychological capital and successful ageing at work relate to each other in local government organizations.
2. To determine the connection between successful ageing at work and a positive work environment in local government organizations.
3. To investigate the connection between psychological capital and a productive workplace in local government organizations.
4. To determine the degree to which a positive work environment and psychological capital influence successful aging at work in local government organizations.
5. Examine the mediating effect of positive work environment in the relationship between psychological capital and successful ageing at workplace in local government organizations.

## **1.5 Hypotheses**

- i. Successful aging at work in local government organizations is significantly correlated with psychological capital.
- ii. Successful aging at work in local government organizations is significantly correlated with a positive work environment.
- iii. Psychological capital has a significant relationship with positive work environment at workplace in local government organizations.
- iv. Psychological capital and positive work environment significantly predict successful ageing at workplace in local government organizations.
- v. The association between psychological capital and successful ageing at work is mediated by a positive work environment in local government organizations.

## **1.6 Significance**

The study results will primarily help in adding on the existing knowledge related to the association between psychological capital, positive work environment and successful ageing at workplace given the existing scanty information. The findings may also be utilized by policy makers in organizations to come up with informed decisions on how to promote successful ageing at work places.

These will include the Ministry of Local government, the Local government service commission as well as the Municipality accounting official of which their interest is in promoting successful ageing at work of its work force. These can benchmark on the recommendations from this study to make informed decisions on how to create a favorable working environment for successful ageing.

## **1.7 Scope of the study**

### **1.7.1 Content scope**

This study examined psychological capital, a positive work environment, and successful aging at work, using the Continuity Theory of Successful Aging as a framework. It examined the relationship between psychological capital and successful aging at work, the relationship between psychological capital and a positive work environment, and the relationship between successful aging at work and a positive work environment. Additionally, it investigated the extent to which successful aging at work could be predicted by psychological capital and a positive work environment and investigated the mediating role of a positive work environment in the relationship between psychological capital and successful aging at work.

### **1.7.2 Geographical scope**

Kira Municipality, situated in Wakiso District in Central Uganda, is bordered by Gayaza to the north and east. Its boundaries extend to Mukono in the north, Kasangati in the west, Lake Victoria to the south, and Kampala to the west. Kira was selected due to its unusually large elderly workforce. Approximately 4.8% of the Wakiso district's population is too weak to work, being rendered economically dependent, lacks access to medical care and adequate housing, and faces issues like property grabbing and exclusion from essential services.

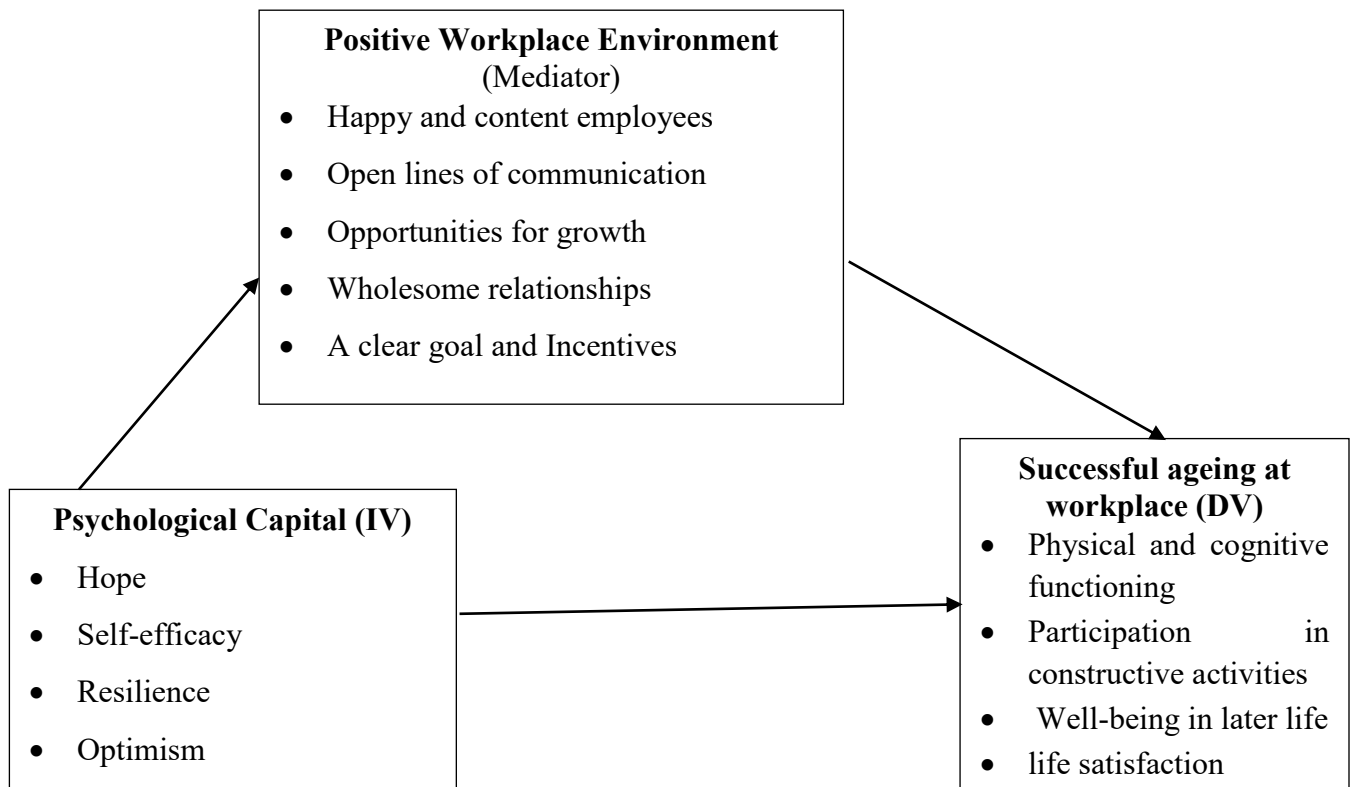
### **1.7.3 Time scope**

This research project runs from September 2021 to October 2022, the period in which the researcher wrote the proposal, collected data and completed the dissertation. Besides, this

study covered knowledge and literature of a period between 2010 and 2022 given the fact that in this period, a number of surveys by UBOS, housing and population census 2014, Kira Municipal Physical Development Plan 2019 – 2040, as well as the “National Development Plan II 2015/16 – 2019/20” reveals that majority of the elderly experience unsuccessful ageing at workplace and face hard times after retirement, creating a need for practical solutions.

### 1.8 Conceptual framework of the study

Figure 1.1: Illustrates the relationship between variables



**Figure 1.1: Conceptual framework**

Source: Literature Review by the Researcher

Figure 1.1 illustrates the association between independent, dependent and mediating variables. Hypothetically, Figure 1.1 demonstrates that psychological capital—the capacity of an employee to positively evaluate their situation and likelihood of success through hope, self-efficacy, resilience, and optimism—relates to successful aging in the workplace. This connection is reflected in life satisfaction based on well-being during later stages of life at workplace. Indicators of ageing successfully were functioning physically well, experiencing proper cognitive functioning coupled with sustainable social and productive engagements.

Besides, Psychological Capital in form of being hopeful, having higher efficacy levels, being resilient and optimistic was connected to positive workplace environment perceived as a work place that promotes employee happiness, a clear rewards system and positive interaction. Further, it was presupposed that a Positive Workplace Environment in form of happy and satisfied employees, openness in the channels of communication, tapping into career growth opportunities, visible creativity at work, progressive inter-personal relationships as well as purposive lifestyle that attracts rewards significantly related to successful ageing at work place reflected in satisfied living, advanced age well-being, reduced disease and disability susceptibility, physically and cognitively functioning in both social and productive engagements.

It was further presumed that a combination of psychological capital and positive workplace environment affected successful ageing at workplace. Finally, it was assumed that a positive workplace environment mediated the interplay linking psychological capital to aging successfully at workplace.

## CHAPTER TWO: LITERATURE REVIEW

### 2.0 Introduction

This chapter examines the theoretical basis of the study, related literature and gaps on psychological capital, positive work environment and successful ageing at the workplace.

### 2.1 Theoretical review

The theoretical underpinnings of the continuity theory of successful ageing point to the presumption that the most prominent proponent was Atchley (1971). The central argument of this theory presupposes that the elderly sustains similar level of performance and social interactions from prior life stages through the use of mechanisms for sustaining performance as they age at workplace (Atchley, 1989). The key proposition of on which continuity is anchored connotes that the sustainability of designs of reasoning, behaving and relating is primarily utilized by individuals in their attempt to realization of goals and adaptation to changing circumstances (Atchley, 1999: 101). This implies that with strong psychological capital and a positive workplace environment, employees can enjoy wellbeing working life style until their retirement.

Atchley (1999) states that as a result of experiences employees actively develop personalized construction of philosophies about their world view. So, employee personal hypotheses that socially constructed reality learnt from peers, mass media and are not their own determinants. This means that psychological capital of such employees coupled with the working environment shape the social constructs in form of successful ageing.

However, it has been argued that despite the strength of a society, deliberations to influence individual construction are ultimately free to resolve for themselves how to

interpret their personal realities, thus, reflecting the power of psychological capital in influencing successful ageing among employees (Pluckrose & Lindsay, 2020). In this case, the theory bears an implication that subjectively developed perceptions of sustainable job service become more hypothetically appropriate than perceived objective sustainability.

Ageing successfully at workplace stands to manifest in historical dreams and desires of many employees and organizations that most of the accounts given by empirical studies point to construction of sustainable based mechanisms through hobbies, leisure repertoires, and social relationships (Hauser et al., 2022). Therefore, ability for an ageing employee positively appraise his/her circumstances and likelihood of success based on optimism, resilience, self-efficacy, and hope in a workplace that fosters employee happiness and positive connections, which results in life satisfaction and well-being later in life, even after retirement.

## **2.2 Empirical review**

### **2.2.1 Psychological capital and successful ageing at workplace**

Related debates on being happy and experiencing of well-being by employees have been on an increasing trajectory popularly from the academic perspective for the past two decades, it has but along with positive psychology. This has been guided by organizational zeal to make the workplace environment engaging and motivating to workers for their enjoyment of the work until retirement. Therefore, well-being and happiness at work directly associates with employee hope and optimism which both define one's psychological capital towards sustaining job activities until retirement (Kun & Gadanez, 2019).

It is therefore posited that organizations get interested in the well-being of their labour force by prioritizing factors adaptive to progressive approaches that emanate into employee enjoyment of work until retirement (Kun & Gadanecz, 2019).

Authentic model of leadership is a basis for building effectiveness in managing work-related stress originating from individual and structural stressors mainly on projects with tight deadlines. This helps in improving work efficiency among employees by building strong psychological capital under as a mechanism for stress reduction all anchored by authentic leadership style (ul Haque et al., 2020).

However, the field of research has of recent accumulated a number of debates related to increasing stress resistance among employees at workplace as a precedence for successful ageing with fragmented linkages to psychological capital. It is being connoted that as organizations try to empower their employees through building psychological capital, they register higher levels of retentions and low levels of turnover intentions (Çelik, 2018). The author adds that on top of these connotations, deliberate training sessions for employees have proven effectiveness in promoting psychological capital for problem solving capabilities among staff throughout their working life time (Çelik, 2018).

From a more deepening and widening perspective, psychological capital among employees determines their Quality of life as a holistic and multidimensional construct in objective and subjective spheres. In this case, employees' quality of life at workplace is anchored on their physically, socially and psychological functionality (Santisi et al., 2020). Thus, the positivity of psychology fundamentally influenced by the levels of promoting employee wellbeing or undertaking preventive measures for employee work-related dissatisfaction.

In this case, psychological capital influences employees' levels of life happiness and flourishing (Santisi et al., 2020). However, emotional intelligence and how it affects job performance is linked to employee psychological capital (Gong et al., 2019). By implication, the higher the psychological capital an employee possesses the more results lean towards positive job performance and the less employees encounter job burnout.

Empirically, it has also been illustrated that illumination determines the employee job insecurity levels and affects their subjective well-being and subsequently employee performance at workplace over time. This can be pointing to the fact that job insecurity generates subjectivity in perceived un-wellbeing and undesirably distorts job performance (Darvishmotevali & Ali, 2020). However, accounts have revealed that psychological capital provides a coping mechanism to job insecurity in stimulating better performance of employees at work as they age (Darvishmotevali & Ali, 2020).

The major research gaps in the existing relevant literature related to psychological capital and successful ageing at workplace regards to the lack of specific study focusing on the case. In this being so, majority of the existing literature looked at psychological capital and aspects of retention, employee turnover intentions, job performance and general happiness and less on specific aspects of successful ageing at work place. Besides, there were contradicting debates and conclusions on whether psychological capital had a positive relationship with successful ageing at workplace as some studies had found negative while others positive relationship. Therefore, such gaps and contradictions necessitated this study to be conducted.

### **2.2.2 Positive work environment and successful ageing at workplace**

Empirically, there are five comprehensively presupposed vital realms on which ageing successfully at work place is anchored. These include aspects related to flexibility and well-being, progressive interaction with others, career growth, security of an individual but also sustainable concentration towards individual's realization of goals (Zacher, 2015).

Such analytical presentation is comprehensive enough to cater for holistic attributes of a successfully ageing employee. In this case, scholarship on the life course was advised by Kahana and Kahana, (2018) to create connections between people and society by emphasizing the unequal distribution of growth and development opportunities. There ought to be a background and historical and biographical factors on aging well at work. This therefore challenged future studies linked to ageing successfully at work to consider a combination of proximal and distal antecedents of current adaptations that may include the nature of the working environment (Kahana & Kahana, 2018). Kahana and Kahana (2018), further contend that Proactivity, it is believed, is the model's primary process element that enables individuals to define successful aging at work regardless of results (Kahana & Kahana, 2018).

In the wellbeing sector, efforts related to retention of older nurses in form of delayed retirement to the ages of 65 and above have been challenged by the general lack of job satisfaction as a hiccup impeding nurses ageing successfully at work (Wargo-Sugleris et al., 2018).

At a rate of 81%, successful ageing informs of demand for excellent or good wellbeing built on the nature of the operational atmosphere that was made positive by ensuring job

security to the nurses as work environment coupled with 55% variations in job satisfaction (Wargo Sugleris et al., 2018). Operationally therefore, the atmosphere is directly linked to successful ageing meticulously associates with felt satisfaction with one' job in shaping the dynamics surrounding ageing successfully at work (Wargo-Sugleris et al., 2018).

In the surge of COVID-19, the emergent changes related to working approaches in form of home-based working and virtual teamwork as well as social distancing has created dynamics such as stress and job insecurities that need to be managed for ensuring successful ageing at work place (Kniffin et al., 2021). On the other hand, Warr, (2020) points to attributes of employee age having no direct linkages with job behaviour and employee effectiveness rather, factors such as absenteeism, accidents, staff turnover declines with age. Therefore, the primary predictors of successful aging are factors like physical ability, flexibility, and overall work effectiveness (Warr, 2020).

Workplace loneliness affects employee performance as lonelier employees tend to depreciate in engagement, productivity and become less affective or lose loyalty to their organizations (Ozcelik & Barsade, 2018). Besides, the loss of loyalty to the organization among lonelier employees is coupled with deterioration in companionate love which is replaced with anger towards other workers thus, not only affecting individuals but also group tasks of employees (Ozcelik & Barsade, 2018). Furthermore, fun as an element of a positive work atmosphere is treated as an icon for adoption of organizational culture that translates into successful ageing (Grobler & Joubert, 2018).

On the other hand, leader autonomy support facilitates self-determined motivation among employees and enhances their potentiality to perform and successfully age at workplace

(Slemp et al., 2018). In this case, leadership supported autonomy enhances self-determination and optimal functioning of employees at workplace. In another development, it was empirically pointed out that personal resource-based approaches to management link their focus on human capital while others focus on personal crucial possessions related to steady characters but both translate into career triumph upshots ranging from isolation, career attitudes, wellbeing and happiness as well as responses from work atmosphere to self-concept were recognised (Wargo-Sugleris et al., 2018).

One noteworthy aspect of this literature review is that most studies recommended further investigation on the nature of the working environment and its relationship with successful aging in the workplace. This therefore, gives a leeway for the current study to be conducted.

### **2.2.3 Psychological capital and positive work environment at workplace**

It has been established that psychological capital builds a feeling of a safe working environment among workers. In a study by Bergheim et al. (2015) employees perceived safety of working environment basing on the levels of their psychological capital. Whenever employees had low psychological capital, they perceived the working environment as unsafe in comparison with escalated degrees of psychological capital (Bergheim et al., 2015). In Taiwan, it was indicated that psychological capital built on basis of workplace fun constructs a feeling of positive working environment among employees and stimulates work engagement (Tsaor et al., 2019).

Evidence points to the fact that a combination of features such as autonomy, co-workers support, and psychological capital combined with personal and organisational resources

determines the way employees view the work environment and if positively viewed, promotes work engagement among new graduate nurses (Boamah & Laschinger, 2015). This is why, in the perspective of Bergheim et al. (2015), psychological capital contributes 21% to the variance in perception of a positive working environment in form of a safety working climate. On the other hand, psychological capital encompassed in levels of self-efficacy, hopefulness among employees, degree of optimism as well as resilient nature of employees point to a satisfying work environment at workplace mainly in self-employment than in paid employment among physiotherapists (Salles & d'Angelo, 2020). Therefore, it becomes very easy for self-employed workers to develop high levels of psychological capital on which they base to construct a satisfying positive work environment as compared to the paid employed workers. Besides, Kun and Gadanez, (2019) found out that employee well-being and happiness are linked to their inner emotional faculties of not only hope but also optimism. Similarly, Estiri et al. (2016) established a prime value connecting employee psychological capital, job burnout and employee mental wellbeing within the work operational atmosphere. However, this very study by Estiri et al. (2016) presents an affirmative interface between psychological capital and job burnout. For Choi, (2020), nurturing employee positivity is the basis for promoting self-directed employee behaviour. Therefore, one of the core strategies that Human resource directors ought to adopt is psychological capital training and performance. To Laschinger and Fida, (2014), psychological capital built along organizational and intrapersonal resources tend to protect employees against burnout, job dissatisfaction, and mental wellbeing.

However, just like Nolzen (2018) had earlier argued that the existing empirical evidence pointing to psychological capital and how it interfaced with successful ageing was scanty,

thus this study pursued an expansion on previous work concerning the association “between psychological capital and positive work environment at work place”.

#### **2.2.4 Psychological and positive work environment predicted successful ageing at the workplace**

Promotion of soft skills among workers was presented by Kniffin et al. (2021) as one of the steps that should be taken to guarantee a successful aging process at work. Evidence points to soft skills being influential in psychological capital and eventually increased career engagement in all age groups (Santisi et al., 2020). Management of self-related stressors among individuals at workplace is a strategy that was proposed by (Supriyadi et al., 2020). Employee’s dangerous behaviour is usually acknowledged as a vital fundamental issue in workplace accidents (Supriyadi et al., 2020).

Empirical analysis has verified the consequence of occupational stress on work productivity while the effect of stress related to safety productivity has received less consideration (Supriyadi et al., 2020). Indeed, the mismanagement of high stress related to safety would weaken safety conduct related to safety involvement rather than safety submission (Supriyadi et al., 2020). In this case, psychological capital’s positive influence moderates the effect of over-all stress related stress among workers, particularly old age workers. Therefore, measures for improving successful ageing at workplace are based on the nature of the psychological well-being and the nature of the working environment free of stressors (Wang et al., 2018).

Measures for promoting successful ageing at work ought to ensure that psychological capital is built along engaging workers and overall happiness and work-related control

(Gupta & Shaheen, 2018). Employee engagement and general well-being are dependent on psychological capital that Indian hospitals are fortified to novice emotionally capable staff as a way of ensuring that they will achieve successful wellbeing (Gupta & Shaheen, 2018). Such emotionally capable and promised staff with greater levels of well-being (Gupta & Shaheen, 2018).

Much consideration has been rendered to the improvement of progressiveness at work and has of recently been wished-for as a forthcoming approach that institutions ought to adopt to guide employee behaviour. The deployment of resources anchored on intellectualism to suit standards for constructive organisational conduct are related to being hopeful, having self-efficacy, having optimism and having resilience (Grobler & Joubert, 2018). These elements of psychological capital when invested in provides a good working environment through good psychometric possessions, appropriate in sustenance of hypothesis rationality and satisfactory levels of convergent and discriminant rationality (Grobler & Joubert, 2018). Therefore, it seems that psychological capital and a positive working environment are suitable, valid and reliable instruments for promoting successful ageing at workplace (Grobler & Joubert, 2018).

However, the challenge with the existing body of knowledge relevant to this study was that much of it had put a lot of emphasis on psychological capital and the positive work environment and the way they promote employee well-being and less had been done to examine the psychological capital and positive environmental strategies put in place to promote successful ageing at work which made this study appropriate.

### **2.3 The mediating effect of positive work environment in the relationship between psychological capital and successful ageing at workplace**

Different studies have come up with different views on the consequence of positive work atmosphere on the linkages pointing to psychological capital and successful ageing at work place. While these seem not to be directly bringing out this mediating effect, they have tried to put forward certain arguments related to this objective. In a study by Choi (2020), it was established that positive work environment created by autonomy supporting managerial practices promotes psychological capital in form of self-directed employee behaviour. However, this would be done without nurturing employee positivity thus affecting successful ageing at workplace.

According to Tsaur et al, (2019), workplace fun as an element of positive work environment strengthens employee hopes and in return, employees enjoy their work as they age that even at retirement, some feel okay to continue working as compared to working environment without fun. On the other hand, motivational orientated policies within the working environment were considered by Rodríguez-Cifuentes et al. (2020) to be affecting psychological capital as well as organizational consequences in the life of the employee.

Besides, when employees thrive in an organizational working environment that is multinational, they build strong levels of hope, efficacy, resilience and optimism which make them happy at workplace. In a similar manner, a positive work environment creates a sense of subjective well-being that through hope, employees portray a sense of career commitment on an organization (Singhal & Rastogi, 2018).

In an organization with transformative leadership at workplace, employees are found of exhibiting higher levels of innovation based on hope and resilience (Lei et al., 2020). On contrary, workplace unorthodoxy and insulting management suppresses the growth of progressive emotional capital and renders employees develop feelings of dissatisfaction at workplace (Raza et al., 2019). Whereas, working conditions in which workers are engaged, they develop higher feelings of wellbeing and can easily be in control over their work (Gupta & Shaheen, (2018). Therefore, this implies that the nature of work environment affects the nature of employee psychological capital and definitely, employee feelings at workplace.

However, the existing literature related to the intermediating upshot of constructive work atmosphere on the interplay between “psychological capital and successful ageing at workplace,” was scanty and mainly considered psychological capital to be facilitating the linkages between various forms of work environment and successful ageing at workplace. Therefore, this knowledge gap necessitated this study so as to specifically draw inferences about the mediating effect played by positive work atmosphere in the interplay between psychological capital and ageing successfully at workplace.

#### **2.4. Literature Review Summary and Research Gap**

Having scanned through literature relating to interplay between psychological capital and successful ageing at workplace, much of it is relevant and provides the relevancy of the current study. However, the existing literature related to the intermediating upshot of constructive work atmosphere on the interplay between “psychological capital and successful ageing at workplace,” was scanty and mainly considered psychological capital

to be facilitating the linkages between various forms of work environment and successful ageing at workplace.

Therefore, this knowledge gap necessitated this study so as to specifically draw inferences about the mediating effect played by positive work atmosphere in the interplay between psychological capital and ageing successfully at work place.

## **CHAPTER THREE: METHODOLOGY**

### **3.0 Introduction**

This chapter provides details of how data was gathered and presented. These include the design and approach, the population and how it was sampled, the methods that guided data collection and analysis, data quality control, measurement scales and ethical issues.

### **3.1 Research design and approach**

A correlational-survey design provided structural guidance to this study. This was pertinent because of the interconnectedness of the study objectives (Connelly, 2016). This design permitted measuring and objectively analysing factual data from a range of respondents. Thus, the researcher assumed that the issues that were being investigated existed in reality and could be ascertained, precisely and objectively using statistical procedures (Quick & Hall, 2015). The positivism position also enabled the researcher that wanted to obtain distortion-free information by controlling for the researcher's subjective perceptions (Connelly, 2016). Thus, it was possible to use methods and procedures that sought for explanation or causation of human behavior and events.

Since the ontological stance of positivism is rooted in realism, it was reasonable to assume that the issues under investigation existed independently of the observer. The epistemology of positivism is characterized by objectivism.

The researcher viewed the world objectively, intending to uncover definitive knowledge about the objective reality (Quick, & Hall, 2015). This view suited well with the through statistical descriptions and inferences.

### **3.2 Target Population**

This study targeted employees at Kira municipal council from the education, wellbeing and administration departments. According to the Kira Municipal Council Staff List (2022) these departments have a total of 478 employees that included teachers in Government schools=400, wellbeing workers =43, administration staff=35, so they formed the target population. Employees in these departments were targeted because according to GOU (2006), this category of employees in Uganda are more vulnerable to psychological dynamics that relate to successful ageing at workplace, since their work roles involve constant, demanding, and sometimes stressful interface with the general public.

### **3.3 Sampling Technique**

Sampling connotes to the selection of the proportion of the population for the study to represent the rest (Pandey & Pandey, 2021). The study employed proportionate random sampling advised by Aityan (2022). The researcher selected samples from each stratum randomly so to have a more representative sample.

### **3.4 Sample Size**

This study considered 264 respondents out of 478 employees (Krejcie & Morgan ,1970). Basing on Krejcie and Morgan (1970) 196 respondents were selected from education, 36 from wellbeing and 32 from administration (see Table 3.1).

The number of respondents who returned fully completed questionnaires was 258 and thus made the actual sample. The return rate was 96.2% which was representative enough to lead to credible information.

**Table 3.1: Population and sample**

<b>S/N</b>	<b>Category of respondents</b>	<b>N</b>	<b>S</b>	<b>Actual sample</b>	<b>Sampling method</b>
1.	Department of education - teachers	400	196	192	Proportionate random sampling technique
2.	Department of Wellbeing-wellbeing workers	43	36	35	Proportionate random sampling technique
3.	Department of Administration	35	32	31	Proportionate random sampling technique
	Total	478	264	258	

### **3.5 Data Collection Procedure**

After obtaining approval for the proposal and receiving a letter from university authorities authorizing data collection, the researcher went into the field to gather data. He presented this letter to the town clerk of Kira Municipality to request permission to conduct the study within the institution and to select respondents.

Before respondents met with them, they were asked to read and comprehend the “purpose of the study” and entire research procedure. Each respondent was asked to sign the consent form after being given the opportunity to do so. Those who signed the consent form were permitted to continue and finish the questionnaire.

#### **3.5.1 Data Collection Instruments**

A self-administered and structured questionnaire containing pre-defined questions and answers was utilized. A questionnaire denotes to a survey tool with inquiries gathering data from respondents (Krosnick, 2018).

#### **3.5.2 Measurement of Variables**

The definitions of "hope, efficacy, resilience, and optimism" used to measure psychological capital were taken from Luthans et al. (2006), while the definitions of

"happy and satisfied employees," "open channels of communication," "growth opportunities," "creative relationships at work," and "clearly shared purpose attached to rewards" came from Kol et al. (2017). On the other side, metrics for effective ageing at work, such as high life satisfaction levels, later life well-being, physically and cognitively functioning well, sustained social and productive" were taken from Segura-Camacho et al. (2018). Measurement of variables was based on the Likert scale of 1-6 in which "1 (completely agree without doubt), 2 (strongly agree), 3(slightly agree), 4 (slightly disagree), 5 (strongly disagree) and 6 (completely disagree without doubt)".

### **3.5.3 Data Analysis**

Data analysis involves the systematic application of statistical techniques to define, illustrate, summarize, and evaluate data (Lengauer, 2020). This study employed both descriptive and inferential statistics for data analysis. Descriptive statistics were applied using frequencies, percentages, and means to analyze the data, while inferential statistics involved the use of linear regression and the Pearson correlation coefficient.

To effectively investigate the relationship between the two variables outlined in each of the four hypotheses (H1, H2, H3, etc.), the Pearson correlation coefficient was employed (Lengauer, 2020). The relationships between the variables were assessed using Creswell's (2014) interpretation of the coefficient values:  $r = 1.0$  indicates a perfect relationship,  $r = 0.7$  to  $0.9$  indicates a high relationship,  $r = 0.4$  to  $0.69$  indicates a moderate relationship,  $r = 0.2$  to  $0.39$  indicates a weak relationship,  $r = 0.01$  to  $0.19$  indicates a very weak relationship, and  $r = 0$  indicates no correlation.

The fourth hypothesis (H4) was tested using multiple regression analysis (Chukhrova & Johannssen, 2019) while the confirmation of the mediation in the fifth hypothesis (H5) was done using Hayes process model (Hayes 2017) to establish the significance of the indirect effects.

### 3.6 Data Quality Control

Being a quantitative study, data quality control was based on the levels of observation of reliability and validity.

#### 3.6.1 Reliability

Research reliability refers to the extent to which a specific research method consistently produces the same results when measuring the same phenomenon repeatedly (Inclan et al., 2021). This study used a prototype survey to test the research tool's reliability and identify any flaws or omissions before collecting actual data. Results of a self-report pilot research with 13 potential participants were used. Reliability for items in various constructions was obtained at the benchmark of equal to 0.70 or above in this instance, according to Krosnick (2018). Table 3.2 presents the results.

**Table 3. 2: Cronbach’s Alpha Results of the questionnaire**

<b>Variables</b>	<b>Number of Items</b>	<b>Alphas</b>
Psychological capital	24	.73
Positive work environment	7	.75
Successful ageing at the work place	12	.72
<b>Full instrument</b>	<b>43</b>	<b>.73</b>

The findings in Table 3.2 indicate that the Cronbach’s alpha coefficients for the three variables exceeded 0.7, demonstrating that they are sufficiently reliable for research purposes (Schrepp, 2020).

### **3.6.2 Validity**

The accuracy of a method in measuring the desired scale of measurement has been defined as validity (Inclan et al., 2021). Validity was proved at two levels for purposes of this study. The research tool's alignment with the study's goals and conceptual framework was the first step in establishing content validity. The managers made sure the tool was clear, pertinent, and lacking in ambiguity. Subsequently, exploratory factor analysis was conducted to determine the construct validity of the instrument. In order to do factor analysis, pre-test data from 50 potential participants were collected. Any item that loaded more than 0.50 was deemed to be valid. But anything that loaded less than 0.5 was deemed to have a low loading and was eliminated (McCathy & Garavan, 2007). Items with eigenvalues greater than 1 were considered as significant contributors to the variables. The findings are shown in the tables below.

**Table 3.3: Rotated Factor Matrix for Psychological capital**

<b>Component</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. Feel assured in analyzing a long-term issue to find a solution	<b>.86</b>				
2. In my future job, I feel confident representing my field of work in meetings with management.	<b>.77</b>				
3. In my future job, I feel assured about assisting in setting goals in my area of work.	<b>.74</b>				
4. In my future job, I feel comfortable reaching out to individuals outside the company.				<b>.86</b>	
5. I feel confident presenting information to a group of colleagues in the future				<b>.77</b>	
6. If I encounter a problem during my job search, I can think of multiple ways to resolve it.					<b>.41</b>
7. Currently, I am actively pursuing my job search objectives.					<b>.77</b>
8. There are many alternatives to address my job search challenges.					
9. At this moment, I view myself as fairly successful in my job search.					
10. I can be independent in my job search if necessary.		<b>.40</b>			
11. I generally manage stressful situations in my job search without much difficulty.		<b>.56</b>			
12. I can overcome tough times in my job search because I've faced challenges before.		<b>.81</b>			
13. I believe I can handle multiple tasks simultaneously in my job search.		<b>.82</b>			
14. When I encounter uncertainty in my job search, I tend to expect positive outcomes.					<b>.84</b>
15. If something is likely to go wrong in my job search, it probably will.					<b>.59</b>
16. I consistently maintain a positive outlook regarding my job search.			<b>.65</b>		
17. I am hopeful about the future of my job search.			<b>.78</b>		
18. During my job search, things rarely go as I intend.			<b>.51</b>		
19. I approach my job search with the mindset that something positive will ultimately arise, regardless of the circumstances.			<b>.79</b>		
Eigenvalues					
% of Variance					
<b>Cumulative Variance</b>	<b>79.2</b>				

The findings in table 3.3 show that aspects of psychological capital that were measured, loaded strongly on 5 factors and they accounted for about 79.2 % of variation. Given that the items measured more than 50% of the construct, they were taken to be a good measure of psychological capital.

**Table 3. 4: Rotated Factor Matrix for Positive work environment**

<b>Components</b>	<b>1</b>
The capacity to convey issues to managers	.697
Promotions and appointments are based on a merit-based system	.860
Managers pay attention to, value, and consider the input of their subordinates	.850
Managers demonstrate impartiality when evaluating performance	.937
The effectiveness of managers in the institutional decision-making process	.869
There is a flow of information between managers and subordinates	.766
There are in-service training sessions	.606
Eigenvalues	4.5
% of Variance	64.79
<b>Cumulative Variance</b>	<b>64.79</b>

**Source: Primary Data**

The findings presented in Table 3.4 indicate that the components of a positive work environment measured together loaded strongly on a single factor, explaining approximately 64.8% of the variance, which exceeds the 50% threshold. Therefore, these items are considered a reliable measure of a positive work environment.

**Table 3. 5: Rotated Factor Matrix for Successful ageing at the work place**

<b>Component</b>	<b>1</b>	<b>2</b>	<b>3</b>
1. I put in all my effort to reach a specific goal.			<b>.54</b>
2. If something is important to me, I dedicate myself entirely to it			<b>.67</b>
3. When things don't go as well as they used to, I focus on one or two key goals.		<b>.69</b>	
4. When I can't perform a task as well as I once did, I reflect on what is truly important to me.		<b>.84</b>	
5. I always concentrate on the single most important goal at any given time.		<b>.64</b>	
6. When I contemplate my desires in life, I commit to one or two significant goals.	<b>.72</b>		
7. I direct all my energy toward a few key areas	<b>.65</b>		
8. When something doesn't perform as well as usual, I continue exploring different methods until I can achieve the same results I used to.	<b>.72</b>		
9. When an aspect of my life isn't functioning as well as it once did, I seek advice or assistance from others.	<b>.79</b>		
10. When it becomes increasingly difficult to achieve the same results, I persistently try harder until I can perform as well as before.	<b>.88</b>		
Eigenvalues	3.79		1.39
% of Variance	28.56	22.30	13.87
<b>Cumulative Variance</b>			<b>64.73</b>

The findings in the table 3.5 show that the aspects of successful ageing at the work place that were measured, loaded strongly loaded on 3 factor and accounted for about 64.7 % of variation, which was more than 50%, hence the items were taken to be a good measure of successful ageing at the work place.

### **3.7 Ethical Issues**

This study observed the ethical issues of informed consent, confidentiality, anonymity and objectivity. Formal arrangements were made to collect data systematically starting with the process of approval at different levels. Approval was sought from the university and Kira

municipal council management. Introductory letters were obtained from the directorate of research and graduate training granting permission and Kira municipal council to collect data. By making sure that participants understood the goals, purpose, and rights to consent or refuse participation in study, the researcher was able to get their informed consent. By maintaining secrecy, the researcher made sure that no third party could access the respondent's private information without the owners' permission. To ensure anonymity, the researcher managed the data collected from participants in a generalized way, eliminating any links between the data and the individuals involved.

In order to maintain objectivity, the researcher made sure that respondents' opinions were expressed honestly and without prejudice by keeping their personal sentiments, experiences, and interests apart from the study.

## **CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION**

### **4.0 Introduction**

Presentation, analysis, and interpretation of data on how psychological capital, positive work environment, and successful ageing in Kira Municipal Council are related, is given in this chapter, beginning with demographic information, and descriptive and inferential analyses.

### **4.1 Demographic Characteristics of the Respondents**

The demographic section contains the respondents' personal information that was crucial to comprehending their perspectives on the research subject. Table 4.1 presents the personal data.

**Table 4.1: Socio-Demographic Information (N=258)**

Variable	Category	Percentages	
Gender		F	%
	Male	114	44.2
	Female	144	55.8
Age Category	40-45 years	53	20.5
	47-53 years	117	45.3
	54-60 years	76	29.5
	=>61 years	12	4.7
	Certificate	13	5.0
Education Attainment	Diploma	152	58.9
	First Degree	80	31.0
	Masters	13	5.0
Years of service	0-4 years	14	5.4
	5- 9 years	97	37.6
	10-14 years	37	14.3
	=>15 years	110	42.6
Marital Status	Single	13	5.0
	Married	165	64.0
	Divorced	57	22.1
	Widowed	7	2.7
	Separated	12	4.7
	Others	4	1.6
Position of responsibility	Manager	20	7.8
	Assistant manager	10	3.9
	Team leader	29	11.2
	Employee	192	74.4
	Others	7	2.7
Department	Education	192	74.4
	Wellbeing	35	13.6
	Administration	31	12.0

*Source: Primary data from the field (2022)*

#### 4.1.1 Gender of respondents

According to Table 4.1, there were more men than women among the respondents (55.8% to 44.2%), who make up the majority of the sample. Information was implicitly derived from both genders, and the gender gap was small.

#### **4.1.2 Age category of respondents**

Regarding age, Table 4.1 reveals a majority (64 %) of the respondents being of 40 to 60 years. Hence, a reflection of the maturity of the respondents whose maturity was leveraged by the researcher to collect relevant data about aging successfully at work.

#### **4.1.3 Education Attainment**

In case of education, Table 4.1 shows that majority (94.9%) had at least diploma, degree and masters level education. Therefore, respondents had sufficient education to enable them correctly interpret the issues that were being investigated.

#### **4.1.4 Years of service**

The results in table 4.1 reveal that , majority of respondents (56.9%) had worked for 10 years or more, followed by (37.6%) those who worked for 5 to 9 years. Respondents could supply accurate information because they were sufficiently knowledgeable about a positive work environment and successful aging.

#### **4.1.5 Marital Status**

Respondents indicated their marital status. Information in table 4.1 show that majority (64.4%) were married, followed by 22.1% who were divorced. Therefore, most of respondents had important life roles that could motivate them to ponder about a good work environment and successful ageing.

#### **4.1.6 Position of responsibility**

Respondents indicated their employment position and findings in table 4.1 show majority (74.4%) were employees, followed 11.2 % who were team leaders.

This infers that majority of the responses connotes the role a person's employment plays in successful ageing so were able to provide credible information on these issues.

#### **4.1.6 Department**

In connection to the department where they work, table 4.1 shows that most (74.4%) were in education, followed by (13.6%) those in wellbeing and 12.0%, were in administration. Thus, the information that was collected was representative of the key categories of employees in local government service in Uganda.

### **4.2 Status of Psychological Capital, Positive Work Environment and Successful Ageing at Workplace in Kira Municipal Council**

Psychological capital, work environment and successful ageing in Kira Municipal Council were explored using descriptive statistics. Aspects with mean response  $\geq 4.0$  implied that respondents agreed to the aspects. The findings are presented in tables 4.2-to 4.7.

#### **4.2.1 Successful Ageing at Workplace in Kira Municipal Council**

The dependent variable, which was defined as successful aging, included life satisfaction, wellbeing, high levels of functional physical and cognitive capacity, and ongoing social and productive activities. Tables 4.2 and 4.3 give the findings for this aspect.

**Table 4. 2: Mean response, SD and ratings on Successful ageing at workplace**

<b>Aspect</b>	<b>Mean</b>	<b>SD</b>	<b>Rating</b>
1. I continue working on my plans until I achieve success	4.82	1.05	Strongly agree
2. I put in all my effort to reach a specific goal.	4.84	.85	Strongly agree
3. If something is important to me, I commit myself entirely to it	4.81	.75	Strongly agree
4. When things don't go as well as they used to, I focus on one or two key goals.	4.86	.89	Strongly agree
5. If I can't accomplish something significant as I did before, I seek a new goal.	5.07	.84	Strongly agree
6. When I'm unable to perform a task as well as I once did, I reflect on what is truly important to me.	4.93	.65	Strongly agree
7. I consistently concentrate on the single most important goal at any given time.	5.12	.78	Strongly agree
8. When I consider my aspirations in life, I dedicate myself to one or two significant goals.	4.94	.92	Strongly agree
9. I direct all my energy toward a few essential tasks.	3.48	1.09	Slightly Agree
10. If something isn't functioning as well as it usually does, I persist in trying different approaches until I can achieve the same results as before.	3.60	1.02	Slightly agree
11. When an area of my life isn't performing as it once did, I seek guidance or assistance from others.	3.51	1.05	Slightly Agree
12. When it becomes increasingly difficult to attain the same results, I continue to work harder until I can perform as well as I did before.	2.55	1.55	Slightly Disagree
Overall score	4.38	0.95	Strongly agree

Key: "1=Completely disagree without doubt, 2= Strongly Disagree, 3= Slightly Disagree,4= Slightly Agree, 5= Strongly agree, 6= Completely agree without doubt"

Findings in Table 4.2 show that generally respondents strongly agreed to (M=4.38, SD=.95) having successful ageing at their workplace.

For example, they strongly agreed that they undertake all initiatives in pursuit of specific goals (M =4.84, SD=.85), they are always in constant pursuit for new goals in case they run short of relevant tasks just like they are used routine (M =5.07, SD=.84) and normally concentrate on the singular most line of action at a time (M=5.12, SD=.78).

Respondents further strongly agreed that they when aren't in position to execute regular activities, they are driven to think of what could be important for them at that particular time to execute (M =4.93, SD=.65), whenever thongs fail to work out as usual, choices are made to undertake single or several goals (M =4.86, SD=.89) and they maintain their focus on executing their intended plans until success is registered (M =4.82, SD=1.05).

Respondents slightly agreed to concentrate all their energy on a few things (M =3.48, SD=1.09), whenever activities fail to work normally, employees keep pursuing for the achievement of similar results as usual (M =3.60, SD=1.02) and whenever there is anything failing to be realized as usual, they seem for advice or help from others (M =3.51, SD=1.05). There was disagreement about the idea that whenever circumstances necessitated the realization of identical results, they would persist until they attained the desired outcomes and then resume normal performance (M = 2.55, SD = 1.55).

The aforementioned findings demonstrate that respondents had high levels of life satisfaction and contentment, but that they also consistently engaged in social and productive activities.

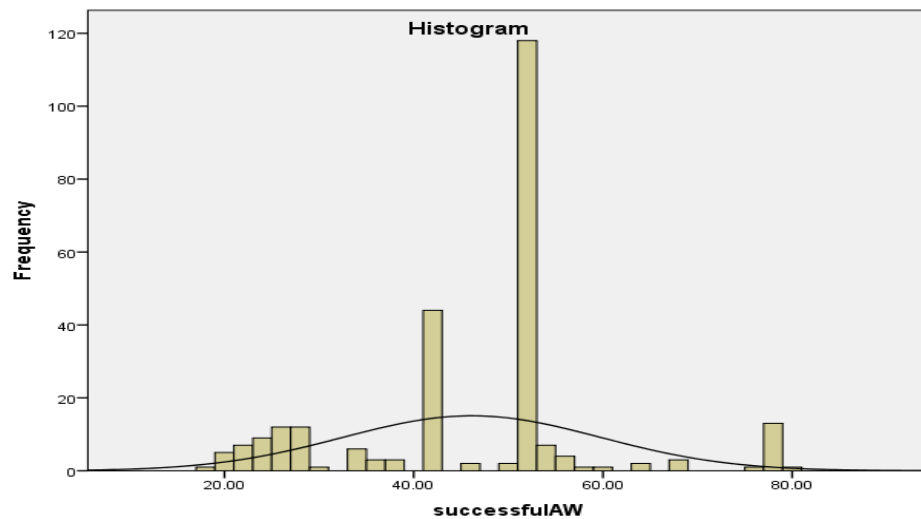
The researcher then explored the general distribution of responses on successful ageing at workplace. The results are summarised in table 4.3.

**Table 4. 3: Summary Statistics for Successful Ageing at Workplace**

<b>Descriptive</b>	<b>Statistic</b>	<b>Standard error</b>
Mean	52.08	.37
Median	50.00	
Std. Deviation	5.88	
Variance	34.65	
Skewness	1.29	.14
Kurtosis	1.80	.30
Range	37.00	
Minimum	41.00	
Maximum	78.00	

The findings presented in Table 4.3 reveal 52.08 as the mean score for aging successfully which was near to the median =50.00, portraying normality in the findings irrespective of the big dispersion in the responses (SD=5.88).

The distribution of data on Successful ageing at workplace was also examined using a histogram. The findings are shown in Figure 4.1



**Figure 4.1: Histogram for Successful Ageing at Workplace**

The curve in Figure 4.1 confirms that data on successful ageing was normally distributed and appropriate results could be obtained on running linear correlation and regression analysis.

#### **4.2.2 Status of psychological capital in Kira Municipal Council**

The survey conceptualized psychological capital, the independent variable as an employee possessing Hope, Self-efficacy, Resilience, and Optimism that enable him/her to effectively appraise circumstances and probability for success. The results are presented in table 4.4.

**Table 4. 4: Mean response, SD and ratings on Status of Psychological Capital**

<b>Aspect</b>	<b>Mean</b>	<b>SD</b>	<b>Rating</b>
1. I feel assured in analyzing a long-term issue to find a solution	4.37	1.51	Slightly agree
2. In my future job, I am confident in representing my field of work during meetings with management	3.90	1.34	Slightly agree
3. In my future job, I feel certain that I can contribute to discussions regarding the company's strategy.	4.24	.98	Slightly agree
4. In my future job, I am confident about assisting in setting targets within my area of work.	3.87	.89	Slightly agree
5. In my future job, I feel comfortable reaching out to individuals outside the company.	4.43	1.08	Slightly agree
6. I feel confident presenting information to a group of colleagues in the future.	4.21	1.34	Slightly agree
7. If I encounter a problem during my job search, I can think of various ways to overcome it.	5.08	.63	Strongly agree
8. Currently, I am actively pursuing my job search objectives.	3.78	.84	Slightly agree
9. There are numerous solutions to my job search challenges.	3.83	1.10	Slightly agree
10. At this moment, I view myself as quite successful in my job search.	3.70	.77	Slightly agree
11. I can devise many strategies to achieve my current job search goals.	3.70	1.12	Slightly agree
12. At this time, I am accomplishing the job search objectives I have set for myself.	3.90	1.14	Slightly agree
13. When I face a setback in my job search, I struggle to recover from it.	3.95	1.14	Slightly agree
14. In my job search, I generally find ways to manage difficulties.	4.36	1.02	Slightly agree
15. I can be independent in my job search if necessary.	3.87	1.24	Slightly agree
16. I typically handle stressful situations in my job search with ease.	3.77	1.14	Slightly agree
17. I can navigate tough times in my job search because I've dealt with challenges before.	4.33	.91	Slightly agree
18. I believe I can manage multiple tasks simultaneously in my job search.	4.20	1.18	Slightly agree
19. When uncertainty arises in my job search, I tend to expect positive outcomes.	3.77	1.11	Slightly agree
20. If something is likely to go wrong during my job search, it probably will.	4.34	1.21	Slightly agree
21. I consistently maintain a positive outlook regarding my job search.	2.87	.92	Slightly Disagree
22. I remain hopeful about what will unfold in my job search.	3.23	1.19	Slightly disagree
23. During my job search, things usually go the way I desire.	2.71	3.8	Slightly Disagree
24. I approach my job search with the mindset that something good will ultimately happen, regardless of the situation	4.33	1.29	Slightly agree
<b>Overall score</b>	<b>3.95</b>	<b>1.2</b>	<b>Slightly agree</b>

Key: “1=Completely disagree without doubt, 2= Strongly Disagree, 3= Slightly Disagree,4= Slightly Agree, 5= Strongly agree, 6= Completely agree without doubt”

The results in table 4.4 show that generally respondents slightly agreed ( $M=3.95$ ,  $SD=1.2$ ) that they had sufficient Psychological Capital. For example, they slightly agreed to the feeling of confidence in running analyses for long-term problem solving ( $M=4.37$ ,  $SD=1.51$ ), in their forthcoming employment opportunities, feeling of confidence regarding setting of targets in line of duty ( $M=3.57$ ,  $SD=.89$ ) and confidence for presentation of information to counterparts in the forthcoming engagements ( $M=4.21$ ,  $SD=1.34$ ).

Respondents also slightly agreed that whenever entangled in a problem during job search, they have the ability to think outside the box to overcome the problem ( $M=5.08$ ,  $SD=.63$ ), they have the ability to think of various paths for realization of contemporary job pursuit goals ( $M=3.83$ ,  $SD=1.12$ ), upon encountering a setback during job search, they struggle recovering from it ( $M=3.95$ ,  $SD=1.14$ ) and that they respond to job search with the optimistic mentality ( $M=4.33$ ,  $SD=1.29$ ).

However, there was a slight disagreement among respondents on their ability to view the bright side of experiences during job search ( $M=2.87$ ,  $SD=.92$ ), registered optimism regarding expected encounters during job search ( $M=3.23$ ,  $SD=1.19$ ) and held a belief that in the due course of searching for jobs, there would be positive experiences as planned ( $M=2.71$ ,  $SD=3.8$ ). Generally, the findings show that respondents had sufficient hope, efficacy and resilience but low optimism. Besides, low optimism levels could be associated with some adverse effect on employee's ageing at work.

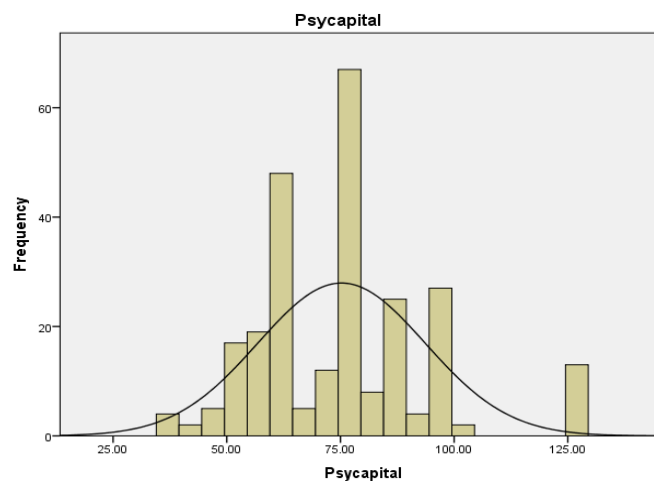
The researcher then explored the general distribution of responses on Psychological capital. Summative presentation of results was provided for in table 4.5.

**Table 4.5: Summary Statistics for Psychological Capital**

<b>Descriptive</b>	<b>Statistic</b>	<b>Standard error</b>
Mean	96.23	.82
Median	101.20	
Std. Deviation	11.98	
Variance	143.53	
Skewness	-.62	.15
Kurtosis	-.13	.30
Range	90.00	
Minimum	37.00	
Maximum	127.00	

Findings in Table 4.5 reveal mean = 96.23 being so near to median = 101.20 portraying normality regarding the responses irrespective of negative skew (skew = -.62) and high dispersion in scores (SD=11.98).

The distribution of data on Psychological Capital was also examined using a histogram. The findings are shown in Figure 4.2.



**Figure 4.2: Histogram for Psychological Capital**

The curve in Figure 4.2 confirms that data on psychological capital was normally distributed and appropriate results could be obtained on doing linear correlation and regression analysis.

### **4.2.3 Status of Positive Work Environment in Kira Municipal Council**

Positive work environment, the mediating variable of this study was perceived as work place encouraging employees to be happy and satisfied, communicating openly, growth opportunities, work related creativity as well as a clearly shared purpose. Summative presentation of results is provided for in Table 4.6.

**Table 4. 6: Mean response, SD and ratings on Positive Work Environment**

<b>Aspect</b>	<b>Mean</b>	<b>SD</b>	<b>Rating</b>
1. We have the capacity to communicate issues to managers.	3.94	1.46	Slightly agree
2. Promotions and appointments are determined by a merit-based system.	3.99	1.32	Slightly agree
3. Managers listen to, care about and give heed to the subordinates	4.21	1.47	Slightly agree
4. Managers are impartial when assessing performance	2.56	1.85	Slightly Disagree
5. Managers are effective in institutional decision-making process	3.23	1.17	Slightly disagree
6. There is a flow of information between managers and subordinates.	3.18,	1.18	Slightly disagree
7. There are in service training sessions	3.69	1.14	Slightly agree
Overall score	3.54	1.37	Slightly agree

Key: “1=Completely disagree without doubt, 2= Strongly Disagree, 3= Slightly Disagree,4= Slightly Agree, 5= Strongly agree, 6= Completely agree without doubt”

The results in table 4.6 indicate that respondents generally expressed slight agreement (M=3.54, SD=1.37) with being in a Positive Work Environment, that supports personal growth, creativity and fulfilment in employees. For example, they slightly agreed that they are able to communicate their challenges to management (M=3.94, SD=1.46), meritocratic system guides the promotions and appointments (M=3.99, SD=1.32), there is a listening management that cares about their subordinates (M=4.21, SD=1.47) and that there are in service training sessions in their organisation (M=3.69, SD=1.14).

Respondents slightly disagreed that their managers are impartial when assessing performance (M=2.69, SD=1.14), managers are effective in institutional decision-making process (M=3.23, SD=1.17) and the existence of effective subordinate-manager information flow (M=3.18, SD=1.18).

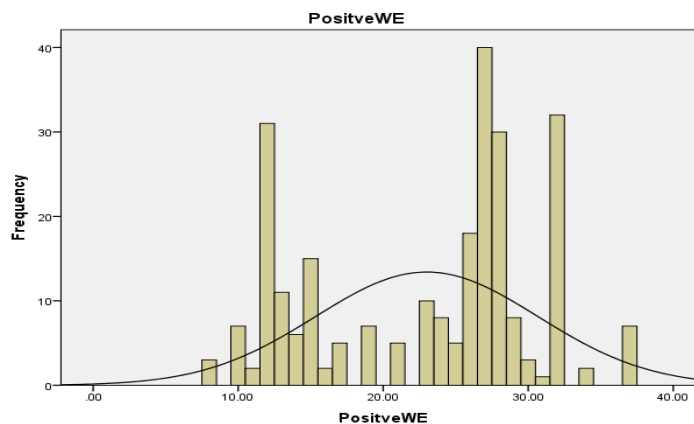
The findings above show that respondents feel that they have limited opportunities for growth and a clear shared purpose and thus are not generally happy and satisfied with their work environment. The researcher then explored the general distribution of responses on Positive Work Environment. A summative presentation of results is provided for in table 4.7.

**Table 4.7: Summary Statistics for Positive Work Environment**

Descriptive	Statistic	Standard error
Mean	25.78	.52
Median	28.00	
Std. Deviation	7.89	
Variance	62.37	
Skewness	-.12	.15
Kurtosis	-1.56	.30
Range	25.00	
Minimum	12.00	
Maximum	37.00	

Despite the negative skew (skew = -0.12) and high dispersion (SD=7.89), Table 4.7 shows that mean = 25.78 was close to median = 28.00, indicating normality in responses.

The distribution of data on Positive Work Environment was also examined using a histogram. Figure 4 presents the results.



**Figure 4.3: Histogram for Positive Work Environment**

The curve in Figure 4.3 confirms that data on Positive Work Environment was normally distributed and appropriate results could be obtained on running linear correlation and regression analysis.

The researcher then explored differences in the main study variables across Demographics.

The findings are presented in table 4.8.

**Table 4.8: Psychological Capital, Positive Work Environment and Successful Ageing at Workplace in Kira Municipal Council, Across Demographics**

Demographic Aspect	<i>Psychological Capital</i>				<i>Positive Work Environment</i>				<i>Successful Ageing</i>			
	M	SD	F	p	M	SD	F	P	M	SD	F	P
Gender	75.21	18.41	12.82	.00	23.00	7.76	2.47	.12	46.12	13.63	.52	.47
Age	75.3	18.22	4.02	.02	23.2	7.52	16.34	.00	46.34	12.21	2.26	.08
Years of service	75.22	17.42	4.54	.00	23.34	7.41	1.68	.14	46.30	12.21	1.00	.39
Education	75.42	17.42	4.41	.01	23.81	6.42	2.66	.01	46.22	12.21	3.43	.01
Responsibility	76.10	13.93	6.98	.00	23.72	8.11	7.19	.00	46.41	13.41	3.67	0.3
Marital status	75.12	14.62	2.79	.02	23.11	7.42	1.68	.12	45.93	13.01	.48	.79
Department	74.92	15.32	22.07	.00	23.21	6.98	19.92	.00	46.12	13.61	2.22	.11

Significant level: \*\* $p < .01$ , \* $p < .05$

The results in table 4.8, revealed that a significant difference existed in psychological capital across all demographics; Gender ( $F=12.82$ ,  $p=.00$ ), age ( $F=4.02$ ,  $p=.02$ ), Years of service ( $F=4.54$ ,  $p=.00$ ), Education ( $F=4.41$ ,  $p=.01$ ), Responsibility ( $F=6.98$ ,  $p=.00$ ), Marital status ( $F=2.79$ ,  $p=.02$ ), Department ( $F=22.07$ ,  $p=.00$ ). The Male ( $M=79.72$ ,  $SD=20.31$ ), 40-45 year olds ( $M=82.54$ ,  $SD=17.71$ ), first degree holders ( $M=79.23$ ,  $SD=19.33$ ), who had served for 15 years and above ( $M=79.74$ ,  $SD=19.26$ ), the married ( $M=77.68$ ,  $SD=18.61$ ), employees ( $M=78.63$ ,  $SD=18.04$ ) and from education ( $M=79.32$ ,  $SD=17.65$ ) had more of the aspect than other categories

In connection to Positive work environment, significant differences existed across age ( $F=16.34$ ,  $p=.00$ ), Education ( $F=2.88$ ,  $p=.01$ ), Responsibility ( $F=7.19$ ,  $p=.00$ ) and Department ( $F=19.92$ ,  $p=.00$ ). The 40-45 year olds ( $M=28.60$ ,  $SD=5.86$ ), certificate holders ( $M=25.84$ ,  $SD=10.00$ ), employees ( $M=24.36$ ,  $SD=7.58$ ) and from education ( $M=24.63$ ,  $SD=7.36$ ) had more of the aspect than other categories.

As far as successful ageing at work is concerned, significant differences existed across only education ( $F=3.43$ ,  $p=.01$ ), and diploma holders ( $M=48.31.32$ ,  $SD=13.32$ ) had more of the aspect than other categories.

#### **4.3 Relationship between Psychological Capital, Positive Work Environment and Successful Ageing at Workplace in local government organisations: a case of Kira Municipal Council**

Using Pearson correlation, the relationship between psychological capital, a positive work environment, and successful aging at work was looked at. Table 4.9 presents a summary of the results.

**Table 4. 9: Correlations between variables in the study**

<b>Variables</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
1-Gender	1											
2-Age	.38**	1										
3-Education	.07	.02	1									
4-Years of service	.03	.23**	.44**									
5-Position	-.12	-.11	-.34**	-.03	1							
6-Self-efficacy	-.052	.07	-.35**	-.19**	.33**	1						
7-Hope	-.25**	-.31**	.12	-.35**	.15*	.48**	1					
8-Resilience	-.38**	-.30**	.11	-.15*	.13*	.46**	.59**	1				
9-Optimism	-.09	.02	.00	.21**	.18**	.47**	.20**	.29**	1			
10-Psychological Capital	-.24**	-.14*	-.06	-.12	.27**	.82**	.70**	.75**	.71**	1		
11-Positive Work environment	.15*	-.22**	.05	-.18**	.20**	.31**	.49**	.11	.28**	.37**	1	
12-Successful Ageing	-.18**	.13*	.08	.06	-.48**	.22**	.08	.39**	.20**	.31**	-.38**	1

Key;  $p \leq .01^{**}$ ,  $p < .05^{*}$

Table 4.8's findings demonstrate that only age, out of the five demographic factors considered, had a positive and significant connection ( $r = .38$ ,  $P0 \leq .01$ ) with good aging. Positive work environment ( $r = -.38$ ,  $P0 \leq .01$ ) and psychological capital ( $r = .31$ ,  $P0 \leq .01$ ) were also substantially associated with effective aging.

#### **4.4 Objective one: The Relationship between psychological capital and successful ageing at workplace in local government organisations: a case of Kira Municipal Council**

In the first place, the study sought an examination of the relationship between psychological capital and successful ageing at workplace in Kira Municipal Council. The researcher had hypothesized that a significant relationship existed between psychological capital and successful ageing at workplace. Pearson correlation coefficient was used to establish the relationship among the variables.

According to the findings in table 4.9, psychological capital and successful aging have a strong and positive relationship, with  $r = .31$ ,  $P0 \leq .01$ . Accordingly, the theory that psychological capital significantly influences successful aging at work was upheld. This suggests that Kira Municipal Council personnel may have better wellbeing, good physical and cognitive performance, and a more fulfilling existence due to their level of hope, efficacy, and resilience.

#### **4.5 Objective Two: The relationship between positive work environment and successful ageing at workplace in local government organisations: a case of Kira Municipal Council**

Finding the link between a positive workplace setting and successful aging at work in Kira Municipal Council was the study's second objective. The study hypothesizes a strong correlation between wellbeing workplaces and successful aging at work. The Pearson correlation coefficient was utilized to establish the relationship between the variables.

Table 4.9 presents the results, which showed that there was a negative and significant link between the work environment and successful aging at the job, with  $r(256) = -.38, P < 0.01$ . As a result, Kira Municipal Council's work environment was not conducive enough to encourage happiness, job satisfaction, and possibilities for personal development. Because of the unfriendly and unencouraging work environment, employees did not expect to age.

#### **4.6 Objective Three: The relationship between psychological capital and positive work environment at workplace in local government organisations: a case of Kira Municipal Council**

Thirdly, the researcher sought an examination of the linkages between psychological capital and positive work environment at workplace in Kira Municipal Council. The researcher had hypothesized that psychological capital has a significant relationship with positive work environment at workplace. Pearson correlation coefficient was used to establish the relationship among variables. The findings in table 4.9 revealed that a positive and significant relationship  $r(256) = .39, P < 0.01$ , existed between psychological capital and positive work environment at workplace. This means that the hope, efficacy and resilience of employees in Kira Municipal Council, helped them to feel that they are happy and satisfied, with the opportunities for growth and creativity that are available at their work place.

**4.7 Objective Four: The extent to which psychological capital and positive work environment predict successful ageing at workplace in local government organisations: a case of Kira Municipal Council**

Fourthly, the researcher wanted to know how much psychological capital and positive work environment predict successful ageing at the workplace in Kira Municipal Council. The researcher's hypothesis was that successful ageing at work was significantly predicted by psychological capital and positive work environment.

In order to understand how psychological capital and positive work environment contribute to successful ageing at the job, the researcher used regression analysis. The results are shown in Table 4.10.

**Table 4. 10: Results of Regression analysis of Psychological capital and positive work environment on successful ageing at workplace**

Predictors	Standardized Coefficients	Significance
	Beta	P
Psychological capital	.534	.000
positive work environment	-.585	.000
R <sup>2</sup> = 0. 387		
Adjusted R <sup>2</sup> = 0.382		
F = 80.344, p = .000		
Key; p≤.01**, p<.05*		

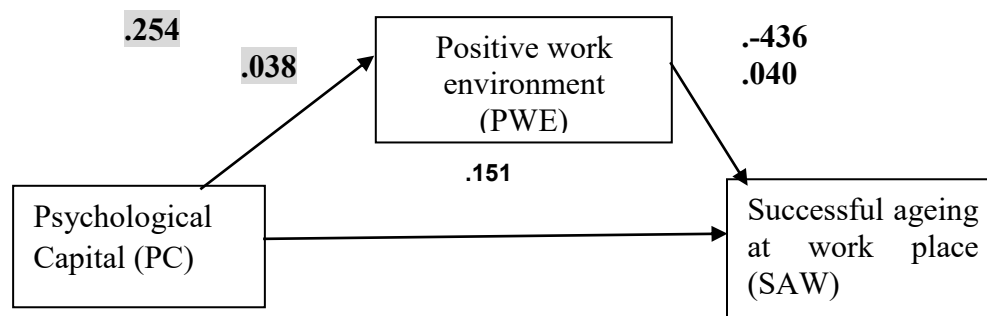
Dependent Variable: successful ageing at workplace

Table 4.10 presents results showing that both Psychological capital and positive work environment explained 38.7 % of the variation in successful ageing at workplace (R<sup>2</sup> = .387). This means that 61.3% of the variation in successful ageing at workplace was attributed to other factors outside the model under study.

Psychological capital ( $\beta = .534$ ,  $p \leq 0.05$ ) had a positive and significant influence on successful ageing at workplace and work environment had a negative and significant ( $\beta = -.585$ ,  $p \leq 0.05$ ) influence on successful ageing at workplace. The negative influence of the work environment was higher than that of Psychological capital.

#### 4.8 Objective Five: The mediating effect of positive work environment in the relationship between psychological capital and successful ageing at workplace in local government organisations: a case of Kira Municipal Council

Fifth, the researcher wanted to look at how a good work environment affected the relationship between psychological capital and successful ageing at the workplace in Kira Municipal Council. The researcher's hypothesis was that a positive workplace environment would act as mediator in relationship between psychological capital and productive ageing at work. Prior to mediation, the prerequisites were established. The researcher looked at whether psychological capital was a direct predictor of successful ageing, whether it was also a direct predictor of positive work environment, and whether it was a direct predictor of successful ageing. The results are shown in fig 4.4.



**Figure 4.4: Unstandardized regression coefficients and errors**

The data in Fig 4.4 illustrate that psychological capital is a direct predictor of successful aging, that psychological capital also directly influences a positive work environment, and that a positive work environment is a direct predictor of successful aging, thereby supporting the presence of mediation. Then, using SPSS Process Macro, bootstrapping was carried out to investigate the mediating role of a positive work environment in the relationship between psychological capital and successful ageing at work. Positive work environments were entered as the mediator variable (M), successful ageing at work as the dependent variable, and psychological capital as the independent variable (X). Table 4.11 offers a summary of the results.

**Table 4.11: Mediation Analysis Estimates of Direct, Indirect, and Total Effects of Psychological capital on successful ageing at work**

Variable /Effect	B	se	t	95% CI-upper	Lower	P
PC →SAW	.151	.029	5.183	.24,	-.04	<0.00
PC→PWE	.254	.038	6.687	.32,	.51	<0.00
PC→ PWE→ SAW	-.436	.040	-11.010	09	.04	<0.00
Effects						
Direct	.151	.029	5.183	-.03	.10	<0.00
Indirect*	-.430	.10		-.62	-.25	<0.00
Total	.581	.028	3.121	.03,	.17	

Based on 4500 bootstrap samples

First, psychological capital (an independent variable) substantially predicted a positive work environment ( $b = .25, p .000$ ), as seen in table 4.10. The second regression analytical results showed that psychological capital strongly predicted successful ageing (dependent variable,  $b = .15, p .000$ ) in an effort to account for a positive work environment (mediator). The results from the 4,500 bootstrap models utilizing the indirect effect method reveal a significant indirect negative relationship between psychological capital and successful

aging, mediated by a positive work environment ( $a*b = -.43$ , Bootstrap CI95 =  $-.62$  and  $-.25$ ).

## **CHAPTER FIVE: DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

### **5.0 Introduction**

This chapter discusses the results, draws conclusions, and offers recommendations for future research on the relationships in the workplace between psychological capital, a positive work environment, and successful aging at Kira Municipal Council.

### **5.1 Discussion**

#### **5.1.1 Objective one: Relationship between psychological capital and successful ageing at Kira Municipal Council**

It was found that there is a positive and significant relationship between psychological capital and successful aging. The possibility that Kira Municipal Council employees would age successfully in their jobs was correlated with their amount of psychological capital. The positive relationship mainly existed in education category, where diploma holders had better ( $M=48.31$ ,  $SD=13.32$ ) successful ageing than other categories and demographic aspects. This suggests that the employee's sense of improved wellbeing, physical and cognitive performance, and life satisfaction were influenced by their hope, efficacy, and resilience as long as they had lower levels of education. The opposite was true with higher levels of education such as degree and masters.

The findings above confirm Kun and Gadanez (2019) recent work in which they discovered that the well-being and happiness at work is directly related with employee hope and optimism among less educated employees which sustain good vigor and commitment to their jobs until retirement so as to compensate for being less educated. The situation in Kira Municipal Council also proved that psychological capital can shape the levels of life satisfaction and flourishing among employees mainly among employees

with lower qualifications. Given that these are usually employees in the lower cadre category, in line with Santisi et al (2020), have good psychological capital enables them to be more optimistic and resilient making them more flexible and resourceful, aspects that enhance successful ageing. This perspective concurs with Gong et al (2019) who said that psychological Capital among employees with limited job attributes such as education, to remain focused on the task, even when things are not going well and attribute challenges to external situational variables rather than personal ability, this feeling contributes to successful ageing.

Employees of Kira Municipal Council, especially those with lower education, reported better successful ageing. They felt that they were working efficiently and had adaptability. Given that they had lower education qualifications, they felt that it was a protection to placing emphasis on performance improvement, being visionary and organizational commitment. This finding is in line with Darvishmotevali and Ali (2020) who observed that people with good psychological capital employees usually place more emphasis on developing personal strengths that make them attractive to organisations in their career path. This enables them to have successful ageing. It was also revealed that employees had the intention to develop and use their physical and cognitive energy to effectively accomplish their job tasks regardless of their age.

The results of this study align with the findings of Wargo-Sugleris et al. (2018), which indicated that employees with high psychological capital were more likely to exhibit the learning, innovation, and life and career skills required for successful aging.

### **5.1.2 Objective Two: Relationship between positive work environment and successful ageing at Kira Municipal Council**

The association surrounding positive work environment and successful ageing, a significant and negative relationship existed between the variables. This means that the operational atmosphere of Kira Municipal Council is not supportive and encouraging enough for employee to have positive work and life values. These feelings were more significant among middle aged employees, the 40-45 year olds (M=28.60, SD=5.86), certificate holders (M=25.84, SD=10.00), and those within no added responsibilities (M=24.36, SD=7.58). This finding had two important implications. First, in support of Ozcelik and Barsade (2018), it was likely that work environment at Kira Municipal Council was less supportive to older, lowly educated and lower cadre employees. These categories of employees felt neglected, unhappy and dissatisfied. Subsequently employees did not anticipate to age successfully within that kind of environment. Second, in line with Kniffin et al (2021), due to their lack of preparation for retirement, these employees did not think about ageing and preparing for retirement. Subsequently employees felt that it was not necessary to think about time when they would age and stop being productive when they have limited financial resources to do so.

The above perspectives agree with Zacher, (2015) who discovered that for employees to feel that they can successfully age in their current organisations, it has to support career growth, provide security for individuals and enable personal realization of goals. These aspects seemed to be inadequate in Kira Municipal Council.

Therefore, in line with Wargo-Sugleris et al (2018) successful ageing happens in work environments that have a positive operational atmosphere that ensures job security and satisfaction.

### **5.1.3 Objective Three: The relationship between psychological capital and positive work environment at workplace at Kira Municipal Council**

The third objective, which examined the relationship between psychological capital and a positive work environment, was analyzed. It was determined that a supportive workplace environment is positively and significantly associated with psychological capital. This indicates that Kira Municipal Council employees' optimism, effectiveness, and tenacity helped them feel contented and happy at work and provided them with opportunities for personal development and innovation. These feeling were higher among respondents who were just employees ( $M=24.36$ ,  $SD=7.58$ ) and workig in the education ( $M=24.63$ ,  $SD=7.36$ ) departrment. According to Salles and d'Angelo (2020), employees with less accountability and stress-free roles were able to see their work environment as having few challenges and sustained optimism, hope, and resilience. These employees also hold better psychological capital whch gives them good internal emotional fortitude. So, contrary to what Kun & Gadanecz (2019) indicated, they did not attribute their success to external factors such as their environment but rather to internal ones to their inner emotional capacities of both optimism and hope. Therefore, in line with Choi (2020) the positivity that employees in Kira Municipality had gave them self-directedness and they looked less to organizational resources to do their work.

#### **5.1.4 Objective Four: The extent to which psychological capital and positive work environment predict successful ageing at workplace at Kira Municipal Council**

The study's fourth goal was to determine predictive power of psychological capital and a positive work environment on successful aging at the job. Positive work environment and psychological capital were found to account for 38.7% of the variation in successful aging at the workplace. Psychological capital had a positive influence on successful ageing at workplace and a positive work environment had a negative influence on successful ageing at workplace, especially among employees with limited education and stressful work roles. The negative influence of positive work environment was higher than that of psychological capital, meaning that employees felt unsupported by their organization to age successfully.

The findings agreed with Grobler and Joubert (2018) who said that the feelings of wellbeing in a person promoted by psychological capital enable the person to feel in control of his career, the person is energised to be committed to his work as long as the operational work environment is positive. This is in line with Gupta and Shaheen (2018) who discovered that employees usually exchange these feelings for organizational support while expanding their physical and cognitive abilities for the success of the organisation until they retire. Therefore, when employees find their work environments satisfying, they also find their job tasks rewarding, then they “mentally” commit to their organisations and jobs by increasing the amount of effort, innovation and creativity they put into their jobs. Employees perceive their jobs as being of good quality, which will promote their wellbeing and successful ageing.

### **5.1.5 Objective Five: The mediating effect of positive work environment in the relationship between psychological capital and successful ageing at workplace at Kira Municipal Council**

The researcher looked at the mediating role that a favourable work environment has in relationships between psychological capital and successful ageing at workplace in the fifth and final aim. It was found out that positive work environment significantly mediated the association linking psychological capital and successful ageing. Therefore, to age successfully at the work place, employees need to have good psychological capital and positive work environment.

Hence as indicated by Tsauro et al. (2019), a positive work environment nurtures positivity, strengthens employee's hopes and in return, employees enjoy their work as they age that even at retirement, some feel okay to continue working. As indicated by Singhal and Rastogi (2018), a positive organizational working environment builds hope, efficacy, resilience and optimism which make employees happy at workplace. This results into a better sense of well-being that nurtures better career commitment and successful ageing.

### **5.2 Limitations of the study**

Self-report data, which is frequently subject to self-report bias, was the type of quantitative data that was utilized. This might have inflated study findings and conclusions. Future studies might use qualitative data as well to counter self-report bias. Second, the sample was drawn from one municipality based in a more pre-urban setting. Therefore, application of outcomes to other municipalities in Uganda has to be made carefully. Thirdly, only quantitative data from questionnaires was used in this study, future research may consider

using mixed studies so that qualitative data can complement the limitations of quantitative data.

Sample consisted of professional employees, so care should be taken in using the findings on unskilled workers for example drivers, cleaners and security guards

### **5.3 Conclusions**

Good Psychological capital among employees in local governments develops positivity about life and work that motivates even ageing employees to expand their personal energies and effectively utilise the available organisational resources to do their job tasks well. Successful aging is increased when workers feel more productive and see their workplace as supportive.

The commitment and efficiency that employees in local governments develop due to high level of psychological capital, endears more organizational commitment good career planning, and control of their jobs, which will in turn enhance the vigour and dedication to their jobs, resulting into successful ageing.

Therefore, local governments need to place emphasis on good psychological capital and positive work environment in their recruitment efforts and work environments. This may improve successful ageing and delivery of Local Government services.

Therefore, this study's main contribution is to show that workers with higher psychological capital view their job as encouraging and effectively highlight its good elements, which boosts their productivity and promotes successful aging. Optimism and resilience increase

work efficiency of older employees that results into feeling of usefulness, productive and commitment, enhancing successful ageing.

#### **5.4 Recommendations for Action**

Through frequent seminars and in-service training programs, Kira Municipal Council could reduce stress, pressure, and work conflict in order to maintain the function of psychological capital in healthy aging. This will increase resilience and optimism among all employee categories.

There is a necessity to enhance the work environment to better foster positive work attributes and feelings of usefulness and productivity, regardless of age. This promotes positive relationships.

Kira Municipal Council should initiate a clear shared purpose and rewards to that purpose. This motivates employees promotes positive work environment.

Incorporate open communication channels through strengthening the human resource departments in local governments, so that they not only announce retirement, but effectively prepare ageing employees for retirement so they can develop a positive outlook on life after retirement. This promotes well-being in later life.

#### **5.5 Recommendations for Further Research**

In consideration of the study findings, the following areas require more research:

- i.** A study is needed to establish strategies for building better psychological capital in local government employees in Kira Municipality.

- ii. The researcher recommends further research should be carried out on work environment attributes in local government organisations in Uganda that support successful ageing.

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## **APPENDICES**

### **Appendix 1: Letter of Introduction**

## **Appendix 2: Cover Letter for the Research Questionnaires**

## **Appendix 3: Consent Form**

## Appendix 4: Questionnaire

**Dear Respondent,**

My name is Bukenya Samson Musoke, a graduate student of Psychology from Kyambogo University. I am carrying out academic research on the topic title “Psychological Capital, Positive Work Environment and Successful Ageing in A Work Place”. Your participation is entirely voluntary, and you have the option to join or withdraw from the study at any time. The information you provide will be kept strictly confidential and will only be used for the purposes of this research. You are not required to include your name on this questionnaire.

**Section A: Background information.** Please answer as required by ticking/circling in the appropriate alternative.

1. Gender

Male	Female	Other
1	2	3

2. Age group

40-45 years	46-51 years	52-57years	58-63years	64-69years	70-75 years	76+ years
1	2	3	4	5	6	7

3. Qualification

Certificate	Diploma	Degree	Masters	PhD	others
1	2	3	4	5	6

4. Period of Service

0-4 years	5-9 years	10-14 years	15 years and above

5. Marital status

Single	Married	Divorced	Widowed	Others
1	2	3	4	5

6. Designation

Manager	Asst. Manager	Team Leader	Employee	Others
1	2	3	4	5

7. Department

Department of Education	Department of Wellbeing	Department of Administration
1	2	3

**Section B: Psychological Capital**

Completely agree without doubt	Strongly agree	Slightly agree	Slightly disagree	Strongly disagree	Completely disagree without doubt
1	2	3	4	5	6

You are asked to go through the issues/concerns listed below. Please answer the following questions using the scale provided below. Indicate your feelings about each item by ticking or circling your response.

SN	Self-efficacy	RESPONSES					
1	I feel assured in analyzing a long-term issue to find a solution.	1	2	3	4	5	6
2	In my future job, I am confident in representing my field of work during meetings with management.	1	2	3	4	5	6
3	In my future job, I feel certain that I can contribute to discussions regarding the company's strategy.	1	2	3	4	5	6
4	In my future job, I am confident about assisting in setting targets within my area of work.	1	2	3	4	5	6
5	In my future job, I feel comfortable reaching out to individuals outside the organization.	1	2	3	4	5	6
6	I feel confident presenting information to a group of colleagues in the future.	1	2	3	4	5	6

	<b>Hope</b>	<b>RESPONSES</b>					
7	If I encounter a problem during my job search, I can think of various ways to overcome it.	1	2	3	4	5	6
8	Currently, I am actively pursuing my job search objectives.	1	2	3	4	5	6
9	There are numerous solutions to my job search challenges.	1	2	3	4	5	6
10	At this moment, I view myself as quite successful in my job search.	1	2	3	4	5	6
11	I can devise many strategies to achieve my current job search goals.	1	2	3	4	5	6
12	At this time, I am accomplishing the job search objectives I have set for myself.	1	2	3	4	5	6
	<b>Resilience</b>	<b>RESPONSES</b>					
13	When I face a setback in my job search, I struggle to recover from it	1	2	3	4	5	6
14	In my job search, I generally find ways to manage difficulties.	1	2	3	4	5	6
15	I can be independent in my job search if necessary.	1	2	3	4	5	6
16	I typically handle stressful situations in my job search with ease.	1	2	3	4	5	6
17	I can navigate tough times in my job search because I've dealt with challenges before.	1	2	3	4	5	6
18	I believe I can manage multiple tasks simultaneously in my job search.	1	2	3	4	5	6
	<b>Optimism</b>	<b>RESPONSES</b>					
19	When uncertainty arises in my job search, I tend to expect positive outcomes.	1	2	3	4	5	6
20	If something is likely to go wrong during my job search, it probably will.	1	2	3	4	5	6
21	I consistently maintain a positive outlook regarding my job search	1	2	3	4	5	6
22	I remain hopeful about what will unfold in my job search	1	2	3	4	5	6
23	During my job search, things usually go the way I desire.	1	2	3	4	5	6
24	I approach my job search with the mindset that something good will ultimately happen, regardless of the situation.	1	2	3	4	5	6

### Section C: Positive Work Environment

You are asked to go through the issues/concerns listed below. Please answer the following questions using the scale provided below. Indicate your feelings about each item by ticking or circling your response.

SN	Positive Work Environment	RESPONSES					
		1	2	3	4	5	6
1	We have the capacity to communicate issues to managers	1	2	3	4	5	6
2	Promotions and appointments are determined by a merit-based system	1	2	3	4	5	6
3	Managers listen to, care about and give heed to the subordinates	1	2	3	4	5	6
4	Managers are impartial when assessing performance	1	2	3	4	5	6
5	Managers are effective in institutional decision-making process	1	2	3	4	5	6
6	There is a flow of information between managers and subordinates	1	2	3	4	5	6
7	There are in service training sessions	1	2	3	4	5	6

### Section C: Successful Ageing at Work

You are asked to go through the issues/concerns listed below. Please answer the following questions using the scale provided below. Indicate your feelings about each item by ticking or circling your response.

SN	Successful Ageing at Work	RESPONSES					
		1	2	3	4	5	6
1	I continue working on my plans until I achieve success	1	2	3	4	5	6
2	I put in all my effort to reach a specific goal.	1	2	3	4	5	6
3	If something is important to me, I commit myself entirely to it	1	2	3	4	5	6
4	When things don't go as well as they used to, I focus on one or two key goals.	1	2	3	4	5	6
5	If I can't accomplish something significant as I did before, I seek a new goal.	1	2	3	4	5	6
6	When I'm unable to perform a task as well as I once did, I reflect on what is truly important to me.	1	2	3	4	5	6

7	I consistently concentrate on the single most important goal at any given time.	1	2	3	4	5	6
8	When I consider my aspirations in life, I dedicate myself to one or two significant goals.	1	2	3	4	5	6
9	I direct all my energy toward a few essential tasks	1	2	3	4	5	6
10	If something isn't functioning as well as it usually does, I persist in trying different approaches until I can achieve the same results as before	1	2	3	4	5	6
11	When an area of my life isn't performing as it once did, I seek guidance or assistance from others.	1	2	3	4	5	6
12	When it becomes increasingly difficult to attain the same results, I continue to work harder until I can perform as well as I did before.	1	2	3	4	5	6

Thank you for your participation

**Appendix 5: Table for determining sample size**

Table for Determining Sample Size for a Given Population									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size  
 "S" is sample size

Source: Krejcie & Morgan, 1970

## **Appendix 6: Plagiarism test report**