

**Psychological Capital, Employability and Work engagement in Ministry
of Local Government: The Case of Mpigi District.**

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Declaration

I hereby declare that this submission is as a result of my own independent research under the guidance of my supervisors towards the Master of Organisational Psychology and that, to the best of my knowledge, it contains no material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text'.

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Date:

Approval

This is to certify that this dissertation has been submitted in partial fulfillment of the requirements for the award of a Master’s degree in Organisational Psychology with approval of the university supervisors.

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Dedication

This research dissertation is dedicated to my lovely family for being there for me in both good and bad times.

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Definition Of Terms.

Psychological capital: The positive appraisal of circumstances and possibilities of success based on motivated effort and perseverance. Psychological Capital consists of four major capacities which include efficacy, hope, optimism and resilience as described:

Hope: This is described in terms of Agency, Pathways and Goals. Agency relates to “the belief in one’s capacity to initiate and sustain actions. Pathways relate to the person’s individual belief that different courses of action are possible and under the control of the individual to reach a particular outcome. Goals refer to the belief of the individual in the ability to reach goals.

Optimism: Making internal and stable attributions regarding positive events and attributing negative events to external factors.

Efficacy: The levels of the confidence that an individual has in his or her ability to complete a task or take a specific action.

Resilience: Working towards a desired outcome in spite of serious threats, setbacks, or maladjustments

Employability: The individuals perception of his or her possibilities to achieve a new job in an attempt to quit jobs that are not sufficiently rewarding. It is the ability of an individual to make labor market transitions. It comprised of 3 major capacities which include:

Occupational expertise: The personal qualities and abilities of an individual that are necessary for routine life workforce

Personal flexibility: Being able to move across physical, social, and psychological boundaries

Anticipation: A prior action that takes into account or forestalls a later action.

Work engagement: Work engagement is a major component of work-related well-being, reflecting a persistent affective-cognitive evaluation of one's work-related state, characterized by vigor, dedication, and absorption.

Vigor.

This refers to working with a high level of energy and inclination to invest efforts. Vigor involves increased energy, mental resilience, determination, effort and employees willingness to invest in the work. Employees with high vigor usually have much energy, zest and stamina when working unlike employees who score low on vigor have less energy, zest and stamina as far as their work is concerned (Maricu, Sulea, & Iancu, 2017).

Dedication.

Dedication refers to working with active involvement and great enthusiasm. It is experienced when the individual takes pride in his or her work, perceives it as significant and feels enthusiastic about it (Maricu et al., 2017).

Absorption.

Absorption is defined as being fully concentrated and happily engrossed in one's work. According to Maricu et al., (2017), absorption is being deeply immersed in one's work when the individual finds it difficult to detach of what he is working.

Abstract.

The research study was carried out on employees under Ministry of Local Government, the case of Mpigi District. The purpose of the research study was to examine the effect of Psychological capital and Employability on Work engagement on staff working with Mpigi District Local Government. The researcher purposively selected Mpigi District Local Government because it's structure is made up of different departments and provides an appropriate research context to test the hypotheses regarding the relationships between Psychological capital, Employability and work engagement.

A sample size of 210 respondents was determined from a population of 442 respondents employed under Mpigi District Local Government. The data collected was computed and analyzed using the Statistical Package for Social Sciences. The researcher applied the disproportionate stratified random sampling design as this helped get respondents based on stratification features like gender (Female 59.5%; Male 40.5%), Health and sanitation (28.6%), administration (14.6%), auditing (11.4%) to represent different departments.

The study findings revealed that there is a significant positive relationship between Psychological Capital and Employability ($r=P\leq$), Employability and Work Engagement ($r=P\leq$), Psychological Capital and Work Engagement ($r=P\leq$) and the combined influence of Psychological Capital and Employability on Work Engagement. The researcher recommends that Local Governments need to adopt strategies such as regular workshop and in-service training courses and creation of a friendly work environment as this will increase Work engagement.

Chapter one

Introduction.

This section will highlight on the background of the study, statement of the problem, purpose of the study, objectives, research questions, scope and conceptual framework

Background

Work engagement is a critical indicator of quality of work life in the areas of management, education, and health psychology. According to Carvalho and Chambel, (2013), Work engagement is a major component of work-related well-being, reflecting a persistent affective-cognitive evaluation of one's work-related state, characterized by vigor, dedication, and absorption (Schaufeli, Bakker & Salanova, 2006). Research has shown that work engagement is associated with a variety of positive work and life outcomes, such as job satisfaction (Karanika-Murray et al., 2015), proactive behavior (Salanova & Schaufeli, 2008), performance (Christian et al., 2011), psychological and physical health (Bakker and Demerouti, 2007), creativity (Bakker & Xanthopoulou, 2013), and organizational commitment (Yalabik et al., 2015).

Work related wellbeing is mainly composed of work engagement that comprises of persistent evaluation of one's' work related state characteristic of vigor, dedication and absorption (Chung, 2017). Work engagement is positively related to job resources and personal resources such as self efficacy, job autonomy, feedback and transformational leadership (Chung, 2017). Studies on job resources like supervisor support, job autonomy, team atmosphere and personal resources like self efficacy, self esteem and positive affect, are all related to work engagement (Chung,2017)

Paying attention to the psychological capital of both employees and their leaders, organizations can increase work engagement which is an important work outcome. It generates resources that positively relate to positive employee behaviors (Chen & Lim,

2012), thus a valuable resource for work engagement. Psychological Capital consists of four major capacities which include efficacy, hope, optimism and resilience (Chung, 2017).

Psychological capital plays an important role in increasing work engagement by paying attention to both employees and their leaders which improves organizational performance. The Psychological Capital model attempts to convert employees into competitive or employable workers by equipping them with relatively stable characteristics that enable them to build on their strengths and deal with obstacles to their dreams (Luthans et al., 2007a).

Employability policy interventions are concerned with creation of various ways to strengthen the employee's labor market position as a response to the negative feedback from employers concerning poor quality graduates Yusof, Nur, Mohd, Abidin, & Awang, (2013) and its largely dependent on self efficacy (Berntson, Näswall, Sverke, Berntson, & Na, 2008).

The definitions of employability mainly refer to the individual's ability to make labor market transitions. (Bernhard-oettel, Berntson, Witte, & Alarco, 2008) It refers to " the individuals perception of his or her possibilities to achieve a new job in an attempt to quit jobs that are not sufficiently rewarding (Authors, 2014). Employability positively relates to work engagement for example through the promotion of feelings of being in control of one's career, which, in turn is related to well being (Bernhard-oettel et al., 2008)

Changes in the work environment today have resulted into changing organizational demands that focus on generic meta - competence, (Learn - how) rather than strong technical skills (Eraut, 2004). The ministry of local government in Uganda facilitated the implementation of the decentralization policy through development and review of systems, structures and guidelines on local governance. Mpigi district is made up of a number of administrative units which include 3 counties; Butambala, Gomba and Mawokota, 16 Sub counties/Town councils and 118 parishes. Jobs are learnt in the workplace which requires

employees to continuously invest in learning and development activities to gain Psychological capital and employability.

This study was guided by two theories; The conservation of resources theory which posits that employees tend to acquire, retain, and protect their resources Hobfoll, (1989) and Broaden and build theory of positive emotions which predicts that positive emotions “broaden people’s momentary thought-action repertoires, widening the array of the thoughts and actions that come to mind. (Fredrickson’s 2001),

Employees with plentiful resources prefer to work harder to obtain more resources, while employees with limited resources might behave negatively to protect current resources. Resources can be anything that employees value, such as job resources (e.g. Leader support, Autonomy, or performance feedback) and personal resources (e.g. Self efficacy, resilience, or knowledge). Job resources refer to the psychological, physical, organizational, or social aspects of the job, and personal resources refer to an individual’s self-evaluations and a sense of their capacity to control and have mastery over certain external circumstances (Hobfoll et al., 2003).

Problem Statement

Studies on how psychological capital and employability may increase work engagement in local governments in Uganda are scanty(Uganda country report,2014). Work engagement in the public service is continuously decreasing, putting at risk policy implementation and service delivery (Local Government Performance Assessment National Synthesis Report ,2018)

This in the long run has resulted into increasing employee disengagement and lack of vigor, dedication and absorption among employees. A survey of 45 district-heads and sub-county employees in Arua District Local Government in Uganda (Kwandayi et al, 2013), found that the main causes of disengagement in public sector staff were lack of autonomy and variety, low salary, organizational politics, limited feedback”.

If this situation is not addressed, it may lead to continued work disengagement and decline in Local Government service delivery among employees.

Purpose

The purpose of this study was to examine the effect of Psychological capital and Employability on Work engagement in Mpigi district Local Government..

Research Objectives

The research study was guided by the following objectives;-

1. To examine the relationship between psychological capital and employability.
2. To examine the relationship between employability and work engagement.
3. To examine the relationship between psychological capital and work engagement.
4. To examine the predictive power of Psychological capital and employability on work engagement.

Hypotheses

1. There is a statistically significant relationship between Psychological capital and employability.
2. There is a statistically significant relationship between Employability and work engagement.
3. There is a statistically significant relationship between Psychological capital and work engagement.
4. Psychological capital and Employability do significantly predict Work engagement.

Scope

This covered the Subject scope, geographical scope and time scope of the study.

Subject Scope

The study focused on the variables, Psychological capital, Employability and Work engagement. Psychological capital is described as one's positive appraisal of circumstances and probability for success based on motivated effort and perseverance.

Employability refers to " the individuals perception of his or her possibilities to achieve a new job in an attempt to quit jobs that are not sufficiently rewarding (Authors, 2014)

Work engagement is a major component of work-related well-being, reflecting a persistent affective-cognitive evaluation of one's work-related state, characterized by vigor, dedication, and absorption (Schaufeli, Bakker & Salanova, 2006)

Geographical scope

The research was conducted on employees working with Mpigi District Local Government because it provided an appropriate research context to test the hypotheses regarding the relationships between Psychological capital, Employability and work engagement.

Time Scope

The research was conducted from the month of January 2018 to July 2019. This included; selecting the research topic, proposal development, data collection, analysis and report writing.

Significance of the Study

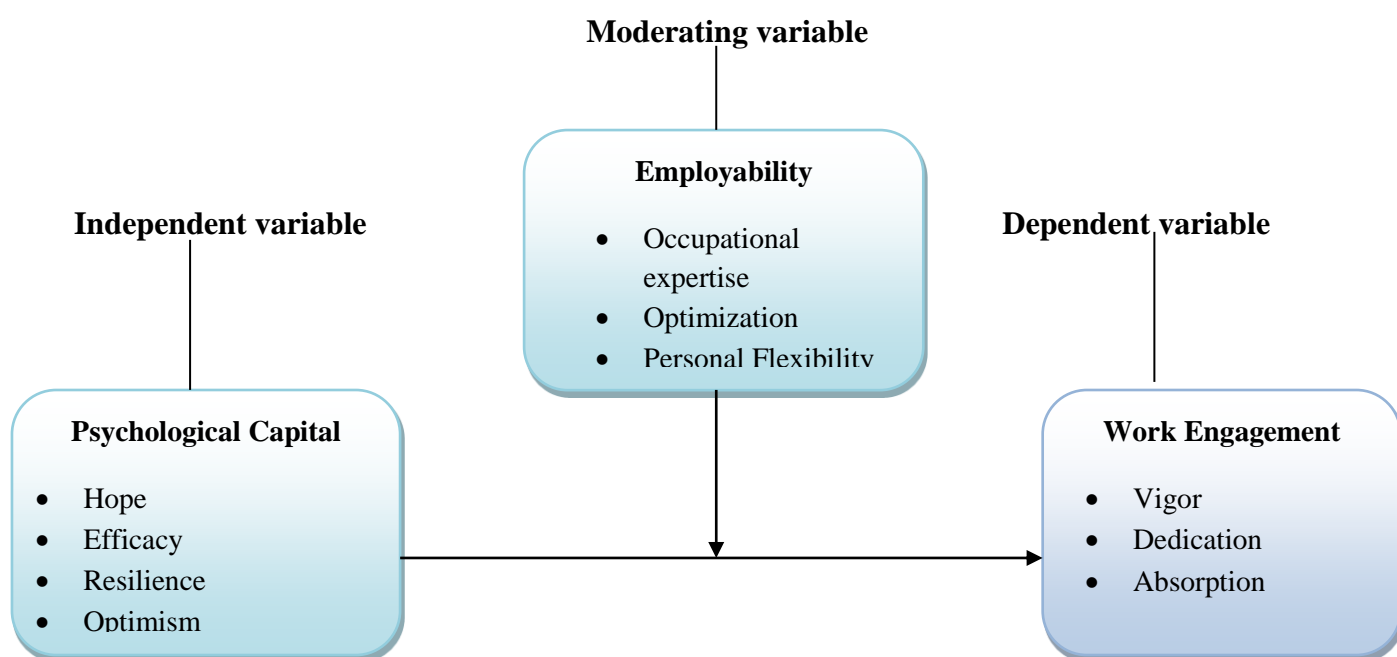
This research study will benefit managers, teams and individual employees by explaining the effects and relationship between psychological capital and employability their influence on work engagement in Mpigi district Local Government.

The research study will add to the body of literature on Psychological capital, employability and work engagement and this will benefit researchers and public service organizations in policy development.

The study findings will assist Ministry of Local Government to develop better Employability policies that help to increase employee work engagement among government staff members.

The findings from the study will help the district to identify ways of building positive relationships among employees that can increase work engagement which is an important work outcome.

Figure 1 : Conceptual Framework



The conceptual framework was derived from literature review. Psychological capital is the independent variable, Employability is the moderating variable while Work engagement is the dependent variable.

According to the framework, there was a positive relationship between psychological capital and employability. When there are optimum levels of Psychological Capital characterized by hope, efficacy, resilience and Optimism, there will be an increase in Employability.

There is a positive relationship between Employability and Work Engagement.

Optimum levels of Employability through integrated planning, evaluation and judgment, working efficiency and working capital, there will be increased Work Engagement in terms of vigor, dedication and absorption. Employability may promote feelings of being in control of one's career, which, in turn, relates to well being. (Fugate, Kinicki, & Ashforth, 2004); (Marler, Barringer, & Milkovich, 2002).

Psychological capital positively related to Work engagement. When there are optimum levels of Psychological capital, this will consequently lead to Work Engagement. Leaders with high psychological capital tend to support their subordinates at work, which will act as a contextual resource for employees to invest themselves into work (Avey, Avolio, & Luthans, 2011). When employees make mistakes at work, leaders high in self-efficacy, optimism, hope, and resilience can remain focused on the task and attribute mistakes to external situational variables rather than personal ability.

Chapter two

Literature Review

Introduction

The research study in this chapter focused on the theoretical review of related literature. The chapter also explored the scholarly work and previously conducted research to analyze the relationship between Psychological capital, Employability and Work engagement in organizations.

Theoretical review

The study relied on two theoretical models to determine the impact of Psychological capital and Employability on Work engagement. The study therefore relied on Broaden and build theory of positive emotions and the Conservation of resources theory.

Broaden and Build theory of positive emotions

According to Fredrickson's (2001), the broaden and build theory of positive emotions predicted that positive emotions "broaden people's momentary thought-action repertoires, widening the array of the thoughts and actions that come to mind. The personal resources accrued during states of positive emotions are conceptualized as durable. It would follow that these psychological resources generated by employees experiencing positive emotions may lead to employee attitudes such as emotional engagement. This employee engagement would not only affect individual employees but may also impact other team members' motivation and emotions, which in turn can be a positive influence on organizational change (Bakker, van Emmerik, & Euwema, 2006).

Conservation of resources theory.

The conservation of resources theory posits that employees tend to acquire, retain, and protect their resources (Hobfoll, 1989). Employees with plentiful resources prefer to work harder to obtain more resources, while employees with limited resources behave negatively to protect current resources. Resources could be anything that employees value, such as job

resources (e.g. Leader support, Autonomy, or performance feedback) and personal resources (e.g. Self efficacy, resilience, or knowledge). Job resources refer to the psychological, physical, organizational, or social aspects of the job, and personal resources refer to an individual's self-evaluations and a sense of their capacity to control and have mastery over certain external circumstances (Hobfoll et al., 2003).

Empirical Review

Relationship between Psychological capital and Employability

According to the article; "Graduate Employability in an African Country," the study assumed that employability is a way of looking at work related behavior or career from the point of view of the strengths of an individual on which the employable individual leverages. For instance, it would be reasonable to argue that a protean worker leverages on the view of her career as a calling whereas the boundary less individuals capitalizes on "psychophysical" or a combination of physical and psychological agility and mobility (Briscoe & Hall, 2006 and Surges et al., 2008).

The concept of Psychological Capital subscribes to the emerging orientation of emphasizing healthy and successful behaviors, traits, and states in order to promote self-actualization, make health people healthier and successful people more successful (Seligman, 1998); (Peterson, 2006); (Cameroon, Dutton & Quinn, 2003); (Luthans et al., 2007a). Furthermore, the PsyCap model attempts to convert employees into competitive or employable workers by equipping them with relatively stable characteristics that enable them to build on their strengths and deal with obstacles to their dreams (Luthans et al., 2007a).

According to three separate studies conducted by Luthans et al. (2008) to test the mediation effect of Psychological capital on supportive climate as an independent variable and performance; The first study was composed of management students; the second study sample was drawn from a service organization, while the sample for the third study took place in a high technology manufacturing firm. The results indicated that employability

correlated with Psychological capital, which in turn correlated with Work engagement. Further analysis confirmed that Psychological capital plays a full mediation role between supportive climate and performance.

Relationship between Employability and Work engagement

Employability relates favorably with work engagement and general wellbeing.

Employability may promote feelings of being in control of one's career, which, in turn, relates to well being. (Fugate, Kinicki, & Ashforth, 2004); (Marler, Barringer, & Milkovich, 2002). For example, Berntson, Bernhard-Oettel, and De Cuyper, (2007); Berntson and Marklund, (2007) speculate that employability may reduce the fear of becoming unemployed with likely unfavorable results.

Trevor (2001) and Pfeffer (1998) theorised that employable persons are likely to quit jobs that are not rewarding or not satisfying; rather than feeling locked in jobs they do not like (Aronsson & Göransson, 1999), employable workers may act upon their perception that there are other and potentially better alternatives to engage in job search behavior. This could imply that they eventually end up in jobs of good quality, which are known to promote wellbeing.

Employability has been portrayed as a key indicator of the new psychological contract that exists between employers and employees; in particular, under the new psychological contract, employees commit to high performance and flexibility in exchange for organizational support in promoting employability and facilities to exploit employability (Atkinson, 2002); (De Vries et al., 2001); (Forrier & Sels, 2003b); (Hiltrop, 1995); (Kluytmans & Ott, 1999); (Sullivan, 1999); (Van Buren, 2003). Leading scholars suggest that this type of psychological contract will become increasingly important Anderson & Schalk, (1998); Coyle-Shapiro & Kessler, (2002); Kluytmans & Ott, (1999); Koh & Yer, (2000); Millward & Brewerton, (2000); Rousseau, (1995), and that it parallels the evolution from paternalistic employment relationships to partnerships in which employability is a shared

responsibility of employer and employee, and in which both parties aim at a balanced exchange. This, in turn, has been related to engagement and wellbeing (De Cuyper, Rigotti, De Witte, & Mohr, 2008); (Koh & Yer, 2000); (Shore & Barksdale, 1998); (Tsui, Pearce, Porter, & Tripoli, 1997).

However, to date, there has been little analysis of the relationship between employability and well-being (engagement), with the exception of the longitudinal study by Berntson and Marklund (2007) among a representative sample of Swedish employees.

Relationship between Psychological capital and Work engagement

According to Chung, (2017), leader Psychological Capital is related to employee work engagement for a number of reasons. Leaders with high psychological capital tend to support their subordinates at work, which will act as a contextual resource for employees to invest themselves into work (Avey, Avolio, & Luthans, 2011). For example, when employees make mistakes at work, leaders high in self-efficacy, optimism, hope, and resilience can remain focused on the task and attribute mistakes to external situational variables rather than personal ability. It is critical to analyze psychological capital's role in developing work engagement because engagement does not develop in a vacuum: it is influenced by an employee's internal capability to draw on existing capacities or resources, which influence the likelihood of being engaged. For example, a highly educated employee, that is, an employee with large amounts of human capital, who works in a dead-end or low-skilled job, will rarely feel engaged.

Previous studies (Xanthopoulou et al., 2007; Xanthopoulou et al., 2009; Hirschi, 2012; Salanova, Llorens and Schaufeli, 2011) have revealed that several job resources like supervisor support, job autonomy, and team atmosphere, and personal resources like self-efficacy, self-esteem, and positive affect are related to work engagement. Human capital has a direct relationship with engagement: Employees with more "how to" knowledge are more capable of expressing themselves through their work, becoming immersed in their tasks, and

understanding and revelling in the complexities of their responsibilities, an indicator of work engagement (Thompson, Lemmon, & Walter, 2015).

According to a study conducted on 608 employees from four companies located in mainland China, employees tend to have high levels of psychological capital under the supervision of leaders who hold high levels of Psychological Capital and, consequently, display high work engagement. Leaders with high levels of psychological capital tend to spread positive emotions in their team and improve employee morale that motivates them to display more energy, identify strongly with work, and experience flow-like states. Thus organizations should encourage high levels of employee work engagement by paying attention to the Psychological Capital of both employees and their leaders. Furthermore, results suggest that both leader and employee psychological capital are important factors worthy of attention when organizations want their employees to be highly engaged at work. (Chung, 2017).

Although evidence shows that environmental and individual factors relate to employee work engagement Chang et al (2013), studies on psychological capital and employee work engagement which are the two core constructs of positive organisation behavior are lacking (Luthans, 2007)

Psychological Capital

According to Fredrickson's (2001), the broaden and build theory of positive emotions predicts that positive emotions "broaden people's momentary thought-action repertoires, widening the array of the thoughts and actions that come to mind. The personal resources accrued during states of positive emotions are conceptualized as durable. It would follow that these psychological resources generated by employees experiencing positive emotions may lead to employee attitudes such as emotional engagement. This employee engagement would not only affect individual employees but may also impact other team members' motivation

and emotions, which in turn can be a positive influence on organizational change (Bakker, van Emmerik, & Euwema, 2006).

The theory examines the role that positive emotions play in generating broader ways of thinking and behaving which seems especially relevant to explaining the role that positive employees can play in positive organizational change. Research on positive emotions shows that a ratio of about 3:1 positive to negative emotions leads to flourishing (i.e., high levels of functioning and wellbeing; Keyes, (2002) due to increased “momentary thought-action repertoires” Fredrickson, (2001) that come from experiencing positive emotions (Fredrickson & Losada, 2005).

Research studies articulate the underlying psychological mechanisms of Psychological capital as “who you are” and “who you are becoming.” As such, psychological capital represents a form of capital that reflects internal resources, specifically positive psychological resources that one can draw from in order to succeed and not simply one’s abilities in and of themselves, or resources provided by others. He defined Psychological Capital as “one’s positive appraisal of circumstances and probability for success based on motivated effort and perseverance.” Importantly, Psychological Capital is state like and open to change and development as compared with largely fixed traits such as personality.

Drawing from Kasl’s (1982) reverse causation model, which posits that positive psychological health facilitates positive behaviors and outcomes, it is argued that psychological capital, a manifestation of positive psychological well-being, plays an important role alongside human and social capital in facilitating the reemployment process. Psychological capital influences reemployment by affecting the amount of coping resources displaced employees possess (their levels of perceived employability). We believe that displaced employees with high psychological capital are more likely to perceive themselves as employable. As a coping resource, Perceived employability impacts the type of coping

goals displaced employees possess and the type of coping strategies they adopt (Fugate, Kinicki, & Ashforth, 2004).

Coping goals refer to individuals' overall desired objective that they wish to accomplish through coping strategies. Coping strategies refer to cognitive and behavioral efforts that individuals utilize to manage goal pursuit (Latack et al., 1995). Displaced employees with high levels of coping resources are likely to adopt control-oriented goals whereas those with low levels of coping resources are likely to adopt escape-oriented goals (Latack et al., 1995).

Prior research on psychological capital had argued that it is an important resource that enables positive outcomes for employees (e.g., Avey, Luthans, & Jensen, 2009; Avey, Luthans, & Youssef, 2010). Although psychological capital is important in aiding employees overcome setbacks in jobs, Psychological capital is arguably more important for displaced employees because job loss is one of life's most stressful events. Indeed, experiencing job loss has been found to be more stressful than coping with divorce or death (e.g., Defrank & Ivancevich, 1986; Wanberg, Zhang, & Diehn, 2010).

To cope with job loss and reemployment, displaced employees require the psychological tenacity to overcome setbacks and the mental strength to inoculate themselves against hard knocks encountered in reemployment job search. Examining how psychological capital positively benefits individuals who are experiencing one of life's most adverse situations is an important test of its validity as a positive mental resource and extends the nomological net of variables in job loss and reemployment research.

According to Thompson et al., (2015), Luthans identified four constructs that make up the core construct of Psychological capital; these were Hope, Efficacy, Resilience and Optimism. Together, these human capacities are vital in building strength and uplifting individuals' flagging spirits

Snyder (2000) provided the elements of **hope**, which consists of agency, pathways, and goals. Agency relates to “the belief in one’s capacity to initiate and sustain actions.” If the individual feels in control of environment or her own ability to influence a course of action; then she can be an agent to affect an action. Pathways relate to the person’s individual belief that different courses of action are possible and under the control of the individual to reach a particular outcome. A third element relates to the centrality of goals and the belief of the individual in the ability to reach goals. Hope has a direct relationship with engagement. Engagement involves being completely devoted to one’s task, and this devotion is sparked by feeling in control over the task (encompassed in agency pathways) and one’s achievement of the goals related to the task (influenced by goal centrality). (Thompson et al., 2015)

Efficacy relates to the levels of the confidence that an individual has in his or her ability to complete a task or take a specific action. This well-spring of confidence provides an appropriate context for engagement: employees feel comfortable with their task and employees feel that they are working towards specific goals and are masters of their task. From this context feelings of immersion in one’s task increase, making engagement a greater possibility.

Famous psychologist Albert Bandura (1997) determined four sources that could influence the level of personal perceptions of self-efficacy: mastery of the task, learning through modeling or vicarious learning, encouragement from others or positive feedback from performance, and physiological or psychological arousal. This is highly instructive for leaders: leadership behaviors that support skill development, that foster a climate of support for training, and provide clear, actionable feedback will improve efficacy. These sources of efficacy also suggest that hands-on learning is critical to improving efficacy. Trial-and-error learning, small-group modules, and safe spaces for practicing new skills are all learning environments that leaders should support in order to improve efficacy. (Thompson et al., 2015)

According to positive psychologist Ann Masten (2002), a person is **resilient**, if he or she still works toward a desired outcome in spite of serious threats, setbacks, or maladjustments. She believes that there are several judgments that the subject makes related to their continued efforts. One is their assessment of the risks associated with the effort. An example would be if the individual has had past failures or has vicariously seen past conditions that led to failures to reach the desired performance. Another judgment relates to the individual's ability to cope with the risk and navigate his or her efforts to persistence in the face of threats to reaching the goal. Employees who can influence others in order to thwart risk also experience more resilience, as do those who are effective at coping with realized risks. Resiliency is critical to sustained engagement. Engaged employees are active in their task environments: they want to discuss, improve, master, and manage aspects of their task in order to achieve an optimal outcome. Such a perspective requires an employee to be particularly comfortable with setbacks, or resilient.

According to Thompson et al., (2015), a leader can influence resiliency by taking an active role in improving resiliency of followers. A leader can modify resiliency through providing the resources or support that aid an employee's ability to continue on during more trying conditions. For example, leaders can create an environment of psychological safety, that is, a work environment where failure is not derided. Further, leaders can provide task support when needed such that the employee feels as though there is an outside resource that he or she can draw on in times of need. Tasks and social resources from the manager have a clear connection with feelings of resiliency.

Optimists are people who make internal and stable attributions regarding positive events and attribute negative events (e.g., job loss) to external, temporary, and situation-specific factors (Seligman, 1998). As a facet of psychological capital, optimists are associated with a positive future outlook and a tendency to view positive events as within the control. Generally, it relates to one's perception of the probability of a positive outcome. Like the

previous dimensions, control is an important element of optimism: employees must feel that they control their own destiny or else the positive outcome may never be realized.

Optimism is also central to engagement. Employees who work intensely on a task, devoting critical emotional, physical, and cognitive resources to their work, do so with the understanding that a positive outcome will be realized from their efforts. Without optimism, the likelihood of engagement lessens, because the positive effect of engagement is less apparent.

According to (Thompson et al., 2015), a leader can influence optimism by taking an active role in developing optimism among their followers. Specifically leaders can promote discussion of goals, rather than make unilateral goal decisions. In this way, the set goals will be more reflective of the employee's capabilities and less likely to be unrealistic, which would erode optimism. Leaders can also situate the task environment such that success is most likely: the necessary support, equipment, and social connections should be supplied by the leader in order to create a task atmosphere in which the employee feels success is most likely to flourish.

Luthans, Youssef, and Avolio in their Psychological Capital book incorporate these four in their widely recognized comprehensive definition of Psychological Capital as: an individual's positive psychological state of development that is characterized by: Having confidence (self- efficacy) to take on and put in the necessary effort to succeed at challenging tasks, Making a positive attribution (optimism) about succeeding now and in the future, Persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed and When beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success.

It is critical to analyze psychological capital's role in developing work engagement because engagement does not develop in a vacuum: it is influenced by an employee's internal capability to draw on existing capacities or resources, which influence the likelihood of being

engaged. For example, a highly educated employee, that is, an employee with large amounts of human capital, who works in a dead-end or low-skilled job, will rarely feel engaged. In this way, human capital by itself does not guarantee engagement. The employee's hope on the other hand, is the belief that he could use the aforementioned low-skilled job as a stepping stone to his dream job and will improve his engagement. Here "hope" could be considered as the internal resource that provides the context for the relationship between human capital and engagement.

A leader who is serious about increasing work engagement should look closely at Psychological Capital as a means to directly influence the strength of the emotional ties of the employee to the organization, its values and goals. An active program to develop Psychological Capital in the organization will lead to strengthening of engagement between employees and the organization because the organization will be demonstrating its concern about the employee and working to improve their emotional state. For example, Tasty Catering, which applies the core dimensions of Psychological Capital in its leadership philosophy, has work engagement measures that score in the upper decile level. From its leadership actions, Tasty Catering was awarded as American Psychological Association's "Psychologically Healthiest Workplace" in 2014. The CEO indicates, "The employee is the focus of the organization."

Employability

The concept of employability dates back to the 1950s, when employability interventions aimed at realizing full employment by stimulating entry into the labor market. Much effort was directed towards vulnerable groups like youngsters, the long-term unemployed, or the disabled who experienced difficulties in finding employment (Forrier & Sels, 2003a; McQuaid & Lindsay, 2005). More recently, employability policies have targeted the total working population rather than disadvantaged minorities or the unemployed, and

they have addressed the problem of securing rather than finding employment European Commission, 1997; Kluytmans & Ott, (1999).

Employability occurs when employees are responsible for their own career development. It is viewed as the ability of an employee to find new employment (Berntson et al., 2008). It involves an individual's perception of his or her possibilities of acquiring equivalent or better employment. The concept of employability has been conceptually related to self efficacy, a construct concerned with " the belief in one's capabilities to organize and execute the courses of action required to produce given attainments. (Bandura, 1997 p. 3) Some researchers have treated these constructs interchangeably Berntson et al., (2008) while others argue that self efficacy beliefs are an important dimension of employability (Knight & Yorke, 2002). Bandura et al, (1997) suggested that employability is largely dependent on self efficacy among the unemployed. (Berntson et al., 2008)

According to Cuyper, Bernhard-Oettel, Bernston, Witte and Alarco (2008), the question of employability in Africa including East Africa has attracted attention by both the policy makers (ILO, 2010) and academicians. An early reference to the subjection warned that the emerging East African regional economy would be presenting a different economy altogether and young people must be ready to change their current views of what a career is because these views tend to distort the labor market (Haji, 2006).

In another research concerning employability of engineering students, Kagaari (2007) observed that a properly developed career identity accounts for a significant variance of engineering graduates who remain and succeed in the engineering profession. A more recent but indirect reference to the subject is found in Nansubuga and Munene (2013) who sought to improve the adaptability (employability) of public service managers to changing job demands through a process of reflecting on their actions.

Earlier studies from the 1950s to the 1970s were mainly concerned with inclusion of sections of society into the labor force and tended to utilize motivational, vocational behavior

and discrimination theories (Munene,1983). The current debate seems to be motivated by national rather than individual competitiveness coming with a shift from a manufacturing to a knowledge economy (Brown, Hesketh, & Williams 2003). The declining capacity of nations to generate employment may be one of the explanations for this interest while a major practical consequence of this trend is that individuals come to the labor market where opportunities continue to decline (ILO, 2011).

A related consequence is that job seekers tend to give up after a time, cease to look for employment and sink into despair. It is estimated for instance that as many as 1.7 million youths were no longer looking for employment in Africa by 2010 (ILO, 2011). Uganda, the site of this study is one of the most vulnerable in Africa because it has the youngest population which constitutes 78 per cent of 34 million Ugandans and, at 3.5 per cent, the third highest population growth rate in the World. Youth unemployment in Uganda stands at 32% as against 4.8 % of Ugandan adults. More significantly that of the graduates stands at 36% (UBOS, 2012).

The World Bank Report on Youth Forum (2014) suggests that instead of considering such overwhelming numbers of youth as a hindrance, Africa can make use of its large youth population by producing services and goods or by exporting labor to other countries where the populations are significantly aging. This however is unlikely to happen unless African countries including Uganda pay attention to the employability of its young population and what makes an individual employable.

Employability is viewed as a positive state that can be learned and retained for a time (Fugate, Kinicki, & Ashforth, 2004; Hogan, Chamorro-Premuzic & Kaiser, 2012). It is a state like behavior (Luthans, Youssef, & Avolio, 2007a) that may remain stable during and outside employment (McArdle et al., 2007). It keeps employees progressing in their careers while ensuring that a first job will be accessed or a new or a better job is gained after a job loss (Fugate, et al, 2004). One way of looking at employability as a positive state is to

consider employable people as protean workers. These are people who are self directed and intrinsically driven (Brisco & Hall, 2006). Here employability is an attitude with knowledge, evaluative and behavioural components defined in terms of self-directed and value conception of what we want to be what and who we should know.

Researchers have tended to consider the protean concept along with the boundary less view of careers, which suggests that employability is being able to move across physical, social, and psychological boundaries - Personal flexibility (Sullivan & Arthur, 2006). Flexibility is a personality trait that describes the extent to which a person can cope with changes in circumstances and think about problems and tasks in creative ways. The latter is more outward looking conceiving of an individual who is capable, ready and willing to open which ever job boundaries will motivate the external attribution of employability. In practice some professionals such as engineers and medical doctors look forward to expand their career opportunities by embarking on managerial careers. These professional become ideal managers of fellow surgeons or chemical and other engineers, managing what they know.

According to Kuo, Chang, and Huang, (2014), six employability indicators which included; integrated planning, evaluation and judgment, working efficiency, working quality, working spirit, monitoring control, and working attitude were identified from a solar industry.

Integrated planning concerns doing project planning and implementation with the ability to consider the project's marketability, executability, and effectiveness, so as to further integrate resources in generating the maximum value for the company and customers. Evaluation and judgment concerns the execution of difficult work with the ability to conduct prior assessments and find the best work procedures, methods and possible supporting resources within the company. Working efficiency means executing work with the capacity for self-adjustment, active acquisition of new knowledge and techniques, goal-oriented work, advanced completion according to quality requirements, finding problems, and finding the right person to do the thing right. Working quality concerns ensuring that quality is the

priority for the completion of work content, with the ability to fully control each factor in a workflow, with self-inspection exhibiting a high level of quality of work results. Working spirit is to do with accepting challenging work targets, focusing attention, making good use of strategies, managing resources, and finishing job tasks on time. Monitoring control concerns observing cost control and work progress control, putting emphasis on process monitoring and control, eliminating potential interfering factors, and presenting satisfactory work results to supervisors. Working attitude concerns being proactive, active, and aggressive without the need for others to urge or remind, having great ambition and willingness to take on jobs and help colleagues actively, having good relationships with people stemming from a positive attitude towards others, and exhibiting work results surpassing supervisors' expectations.

High employability levels reflect an individual's ability to solve specific work related problems and handling difficult situations which could lead to strengthening of efficacy beliefs - Occupational expertise Fungate et al., (2004). Occupational expertise is defined as the personal qualities and abilities of an individual that are necessary for routine life workforce (Van der Heidjen, 1998). Research has shown that employability is associated with subsequent mental wellbeing and global health (Berntson & Marklund, 2007). A three-component model of rewarding, ability, and willingness (RAW) provides additional evidence of employability as a potential positivity oriented state (Hogan et al., 2013). In the model, an employer determines that an employee is employable if his or her presence adds perceived value, he or she is perceived to perform according to expectation, and is perceived as willing to deliver. For this to happen, the individual should be able to attribute to herself as well as demonstrate to the employer the potential to relate qualitatively with others (quality interaction), to deliver the product or service required of her, and the energy to want to do more (Hogan et al., 2013).

According to a study conducted on a population drawn from the Swedish population comprising of 4377 individuals between the ages of 26 and 51, statistics showed that men

have been found to report higher levels of employability than women Flecker, Meil, & Pollert (1998), younger individuals perceive themselves as more employable Van der Heijde & Van der Heijden, (2005) in comparison with older persons, higher levels of education have been found to predict both perceived employability Forrier & Sels, (2003) and self efficacy (Gist & Mitchell, 1992). Enhancing employability through education and training could affect an individual's more general capabilities to solve problems, which in turn may be useful when searching for a new job.

Work life today is characterized by complexity, unpredictability and insecurity which has created a shift from a commodity based economy to a knowledge based economy, in which an increasing proportion of organizational assets are intangible. The knowledge based economy is generating new structures and continuously changing demands and challenges in the world of work. (Barnett, 2000; Brown et al., 2003). This has resulted into individuals and organizations focusing on employability which is central to employee performance and organizational success.

There has been a shift from job security and lifelong employment to lifelong learning, employability and talent management. This has been characterized by increased focus on self-reliance and individual agency; ambitious, hardworking and fast-tracking knowledge workers seek constant challenges and personal development in virtually boundary free careers. (Nilsson, 2012) Employability is associated with the concept of talent management which has recently been the target of increasing interest in the world of work and has appeared more frequently in the academic literature. General organizational success is increasingly associated with identifying, recruiting, managing and retaining high performers to meet the present and future demands of an organization.

The notion of employability has become a foundation of labor market policies and higher education and employment strategies in Europe and North America. (Nilsson, 2012) It has largely been framed by the perspective of policy makers and employers, who focus on the

supply aspect of competence in the labor market. (McQuaid & Lindsay, 2005) Another central aspect of employability is an individual's formal credentials and ability to negotiate, to market oneself and to accentuate the appropriate forms of competence to a recruiter. Formal credentials and degrees are generally considered to be central to individual employability. Additionally, an individual's social networks, references and previous work experience have been shown to be increasingly important for hiring decisions of employers and labor market outcomes. (Nilsson, 2012)

Changes in the work environment has also led to changing organizational demand whereby there has been a shift from a focus on strong technical commercial skills towards a focus on generic meta-competence or a shift from know-how to learn-how. (Eraut, 2004) Jobs are learned in the workplace, and employees must continuously invest in learning and development activities. Jorgsen, (2004); Nilsson, (2010) According to Nilsson, (2012), today, specialized skills are not sufficient and being employable is often associated with being generally a knowledgeable or educated person who can easily learn the specifics that are needed, when they are needed. Increased organizational investments in individual employability has been considered to be a tool with which an organization can increase its competitive advantage.

Therefore, employability is an interactive outcome of what the employer wants and what the employee is, and is able to offer (Hogan et al., 2013 and Rothwell & Arnold, 2007). It also suggests strongly that employability is a combination of soft and technical skills (Occupational expertise) with the soft skills apparently accounting for a larger variance (Hogan et al., 2013).

However, this construct is associated with a decrease in organizational commitment and an increased risk of employee turnover, a situation referred to as the management paradox. (De Cuyper & De Witte, 2011)

Work engagement

Work engagement, or the complete cognitive, emotional, and physical immersion of the self in one's work, is often touted as the pinnacle of positive employee attitudes. There is robust research to support this claim: Higher levels of work engagement lead employees to perform work of higher quality (e.g., fewer errors), to be more committed to the organization, to be more likely to go above and beyond for the organization, and leave the organization at a reduced rate. (Thompson et al., 2015) As a result, organizations realize observable gains in productivity and employee replacement costs. Further, engaged employees are more interested in and capable of forming strong connections with customers, as demonstrated in studies that link work engagement to lower customer attrition rates and higher customer spending rates. Engagement occurs when one is completely immersed in a job. The personal resources of effort and attention are directed fully toward the work.

Workplace well-being is a critical indicator of quality of work life in the areas of management, education, and health psychology. (Carvalho & Chambel, 2013) It refers to employees' cognitive feelings and affective evaluations of their workplace events and experience (Grant et al., 2007). Work engagement is a major component of work-related well-being, reflecting a persistent affective-cognitive evaluation of one's work-related state, (Schaufeli, Bakker & Salanova, 2006). The personal resources of effort and attention are directed fully toward the work. As such, existing research on work engagement by and large draws from a resource perspective.

The former commissioner general of Uganda Revenue Authority Allen Kagina during a presentation of URA's budget framework and policy statements for the financial year 2013/2014 reported that URA loses over 100 employees annually and that in the financial year 2011/2012, 107 revenue officers, 36 supervisors and 6 support staff quit the body as a result of poor engagement. (New Vision, 6th-Aug-2013). This was mainly attributed to task overload and lack of sufficient employee motivation in terms of decision making, lack of

proper recognition and poor organisational culture. This resulted into negative aspects like lack of sufficient job responsibilities, burnout, idleness and boredom at work.

A recent meta-analysis draws the following resource-based conclusions: First, burnout, or the feeling of exhaustion from one's job due to over taxing of personal resources such as time and energy, hinders engagement. Related, job demands that require excessive resources with little return create barriers to growth, learning, or reaching personal goals also inhibit engagement. Second, job resources, or features of one's job that improve one's ability to reach goals or advance oneself, improve engagement by providing a cognitive and emotional context for focusing on one's preferred work. Resources are often diverse and idiosyncratic in their value, but include opportunities such as mentoring, having a flexible work schedule, or functional training. Job demands that challenge an employee also improve engagement because the resources used to meet the demand are quickly regenerated via reaching the goal. Here, like a muscle, pushing employees to (but not past) their limit improves learning, efficacy, and resolve over time.

According to Schaufeli and Bakker (2004), work engagement is a work-related state of mind that is positive and fulfilling. It has three dimensions: vigor, dedication, and absorption.

Vigor refers to working with a high level of energy and inclination to invest efforts.

Dedication refers to working with active involvement and great enthusiasm. **Absorption** is defined as being fully concentrated and happily engrossed in one's work.

Recent studies have shown that work engagement is a concept about employee well-being and positive behavior that can be discriminated from related concepts such as job embeddedness (Halbesleben and Wheeler, 2008), workaholism (Schaufeli, Taris and Bakker, 2006), and organizational commitment (Hallberg and Schaufeli, 2006). Recent research also shows that work engagement is associated with certain leadership styles (Gooty et al., 2009; Hartog and Belschak, 2012). For example, Hartog and Belschak (2012) found that ethical leadership had a positive effect on employee work engagement. Tuckey et al. (2012) also found

that empowering leadership by fire brigade captains was critical to facilitating the motivational process of employees' work engagement among volunteer fire fighters.

Research has shown that work engagement is associated with a variety of positive work and life outcomes, such as job satisfaction (Karanika-Murray et al., 2015), proactive behavior (Salanova and Schaufeli, 2008), performance (Christian et al., 2011), psychological and physical health (Bakker and Demerouti, 2007), creativity (Bakker and Xanthopoulou, 2013), and organizational commitment (Yalabik et al., 2015). The concept involves investing one's physical and psychological energy in pursuit of individual and team goals. If employees do not trust their team leaders, they are not willing to engage with their job. When employees believe that leaders have the ability to promote growth and productivity in the organization by making competent decisions, it will give employees increased confidence of a more promising future with the work team, and lead to an increase in their level of work engagement.

Further still, according to Chung, (2017), many factors can affect individuals' perceptions of work engagement. For example, prior research suggests that work engagement is positively related to job resources and personal resources, such as self-efficacy (Salanova, Lorente, Chambel and Martínez, 2011), trust (Chughtai and Buckley, 2009), job autonomy (Macey and Schneider, 2008; Leijten et al., 2015; Vera et al., 2015), feedback (Sarwar and Abugre, 2013), flexible work arrangement (Timms et al., 2015), social support (Matthews and Mills, 2014), organizational climate (Hakanen and Lindbohm, 2008), organizational justice (Park et al., 2016), organization-based self-esteem (Mauno et al., 2007), transformational leadership (Vincent-Höper, 2012; Ghadi et al., 2013), and positive orientation (Alessandri et al., 2015). Research also suggests negative relationships between work engagement and job demands (Bakker & Demerouti, 2007), occupational stress (Narainsamy & Westhuizen, 2013), emotional exhaustion (Wirtz et al., 2017), and unpleasant work circumstances (Leijten et al., 2015).

Work engagement is an accumulation of resources (Halbesleben & Wheeler, 2008).

Resources are crucial components of the Conservation of Resources theory (COR), which suggests that “people must invest resources in order to protect against resource loss, recover from losses, and gain resources” (Hobfoll, 2001, p. 349). Extending those studies, we draw on COR theory to understand how leader psychological capital can motivate employees’ work engagement through employee psychological capital. Furthermore, leaders can enhance employees’ job performance by increasing their personal resources (Rego et al., 2012).

Accordingly, leader psychological capital can serve as an employee job resource, helping employees to control their work situations and achieve work goals. As a result, we propose that leader psychological capital, a specific form of job resources, may improve employees’ psychological capital, a specific form of personal resources, which ultimately is related to employee work engagement.

Despite its renown, there are few practical guides that are rooted in peer-reviewed and evidence-based research on how to develop work engagement, as well as what specific outcomes to expect from engaged employees. Several questions remain open for further investigation (Bakker, 2011). Although empirical evidence shows that environmental and individual factors are related to employee work engagement (Chang et al., 2013; Airila et al., 2014), there is a lack of research on employee work engagement, a core construct of positive organizational behavior (Luthans, 2007). The extant literature to date has largely drawn on social learning theory to explain the impact of leadership positivity on employee well-being (Walumbwa et al., 2010; Bouckennooghe et al., 2015).

As China becomes a world economic power (Bhagat et al., 2010; Liden, 2012), many changes are occurring in the workplace. For example, employees are expected to fully engage themselves at work and leaders are expected to play a more positive role than in the past.

Hypotheses

1. There is a statistically significant relationship between Psychological capital and employability.

2. There is a statistically significant relationship between Employability and work engagement.
3. There is a statistically significant relationship between Psychological capital and work engagement.
4. Psychological capital and Employability do significantly predict Work engagement.

Chapter Three

Methodology

Introduction

This section presents the methods that were used to obtain data from the respondents population that was studied, sampling design, research design, measurement of variables, data processing and analysis, instrumentation, validity and reliability, ethical issues and the anticipated challenges.

Research design

The researcher used a quantitative research approach and specifically cross sectional survey design approach because it provides the researcher with objective information from a wider sample and takes little time since the study is done once (1 shot) over a short period of time (Denzin & Lincoln, 2000).

The target population

The estimated target population comprised of 442 respondents employed under Mpigi district Local Government,.

Sample size

A sample size of 210 respondents was determined using the Krejcie and Morgan, (1970) table and only the willing participants scored the questionnaire.(See appendix..) However, the response rate was 88% (185 respondents) and this was considered satisfactory.

Sampling strategy and characteristics

The researcher purposively selected Mpigi District Local Government because it comprises of different departments and provides an appropriate research context to test the hypotheses regarding the relationships between Psychological capital, Employability and work engagement.

The researcher applied the disproportionate stratified random sampling design as this helped get respondents based on stratification features like gender (Female 59.5%; Male

40.5%); Health and sanitation (28.6%); administration (14.6%); auditing (11.4%) to represent different departments. To get the number of participants from each department, the sample size was divided by the total population and divided by the number of employees in each department. This is because the method gave each employee in the population the same chance of being selected to participate in the study.

Measurement

Work engagement was measured using 15 items adopted from Gallup (2010) work engagement with a four point likert scale that ranged from (1) strongly disagree to (4) strongly agree.

Employability was measured using 23 items adopted from Rothwell & Arnold (2007) on a six point likert scale that ranged from (1) strongly disagree to (6) strongly agree.

Psychological capital was measured using 32 items on a six point likert scale that ranged from (6) this is like them to (1) this is definitely not like me. Adopted from (Luthans et al, 2007)

Instrumentation

The researcher used a self administered, structured questionnaire to measure the perceptions of the respondents since they help in gathering data over a large sample and save time.

Data collection procedure

The researcher got an introductory letter from the Department of Psychology introducing him to the respondents. The letter from the department was issued to the district in order to obtain consent for conducting the research. The researcher also distributed the printed questionnaires to the respondents and retrieved them as soon as they are completed.

Data processing and management

This process started from the time the questionnaires were printed out and the data collected was coded, cleaned, edited and computed using Statistical Package for Social Sciences (SPSS).

Exploratory factor analysis was used to explore the aspects of Psychological capital that strongly contributed to the relationship with Work Engagement. Factors with eigen values greater than 1 were considered. The factors were rotated so as to get factors that are as different from each other as possible which enabled putting each variable primarily on one of the factors. An oblique solution was chosen, using a Varimax rotation, to have factors that are correlated with one another.

Data analysis

Data analysis was guided by study hypotheses.

Hypothesis 1 which states that there is a statistically significant relationship between Psychological capital and employability was analyzed using Pearson correlation coefficient.

Hypothesis 2 which states that there is a statistically significant relationship between Employability and work engagement was analyzed using Pearson correlation coefficient.

Hypothesis 3 which states that there is a statistically significant relationship between Psychological capital and work engagement was analyzed using Pearson correlation coefficient.

Hypothesis 4 which states that Psychological capital and Employability has a significant effect on work engagement was analyzed using Multiple linear regression.

Validity

The researcher applied the Content Validity Index (CVI) to check on the validity of the study. Content validity is the degree to which an instrument has an appropriate sample of items for the construct being measured and is an important procedure in scale development

(Polit & Beck, 2004). Content validity index is the most widely used index in quantitative evaluation.

The researcher further run an exploratory factor analysis test. McCarthy and Garavan (2007), cited in Kagaari et al. (2007) argued that factor analysis is recognized as the powerful and dispensable method of construct validation which means that it is at the heart of the measurement of Psychological constructs which spells the major reason for conducting a factor loading.

Table 1 : Exploratory factor analysis for Psychological capital

	Self efficacy	Component		
		Optimism	Hope	Resilience
He/she feels good when he/she cooperates wz others	.840			
To him/her, pleasure is spending time with others	.805			
He/she is happy wz his/her work output	.794			
If a co-worker got a prize, , he/she would feel proud	.792			
Can solve most problems related to his/her job if she/he invests in the necessary effort	.772			
Confident that hse/he could deal effiicently with unexpected event in his/her job	.756			
Importnat that he/she does his/her job better than others	.704			
I can think of many ways to reach my current job search goals		.849		
There are lots of ways around my job search problem		.800		
if i shd find self facing a problem in my job search, i cud think of may ways to get out of it		.790		
right now, i see self as being pretty successful in my job search		.775		
At this time, i am meeting the job search goals thta i have set for myself		.749		
At present, am energetically pursuing my job search goals		.707		
I can get thru difficult times in my job search bse i have experienced difficulty before			.871	
i feel can handle many things at a time in my job search			.743	
In my job search , i usually manage difficulties one way or another			.726	
Am always having a positve outlook towards challenges				.865
Am always flexible and committed to finding solutions to my problems				.806
Eigen values	5.382	4.040	1.932	1.525
Percentage Total Variance	24.308	19.909	12.251	11.313
Cumulative Percentage	24.308	44.217	56.468	67.781

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

An inspection of the factors in table 1 indicates that factor 1 is on Self Efficacy, and accounts for 24.3% of variation, factor 2 is Optimism and accounts for 20% of the variation ,factor 3 is Hope and accounts for 12.2% of the variation while factor 4 is Resilience and accounts for 11.3% of the variation. All the four factors account for 67.8% of variation in Psychological capital. This implies that Self efficacy, Optimism, Hope and resilience are strong indicators of psychological capital and do enhance work engagement.

Table 2 : Exploratory Factor Analysis for Employability

	Component		
	Occupation: Expertise	Anticipation & Optimization	Personal Flexibility
Am competent to carry out my work independently	.783		
I consider self competent to be of practical assistance to my colleagues wz qns about the approach to work	.761		
Am competent to perform my work accurately and wz few mistakes	.747		
Am competent enough to engage in in-depth , specialist discussion in my job	.560		
I associate self wz the latest devolpments in my job domain		.799	
Am focused on continuously developing myself		.773	
i take account of external mkt demands in formulating my career goals		.762	
I take reponsibility for maintaining my labour mkt value		.551	
am competent to indicate when my knowledge is insufficient to perform a task or resolve a problem			.730
during the past yr, i actively engaged in investigating adjacent job areas to see where success would beachieved			.720
am competent to distinguish main issues form minor ones and set priorities			.617
Eigen values	4.273	1.611	1.327
% Total Variance	21.404	19.980	18.738
Cumulative percentage	21.404	41.384	60.122

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

The results in the table 2 highlight eight components of employability that contribute to work engagement. The first component is Occupational expertise and accounts for about 21.4 % of the variation, component two being focused on Anticipation and Optimization and accounts for 20.0 % of the variation , component 3 is Personal flexibility and it accounts for 18.8% of the variation. All the eight factors account for 60.1% of variation in employability.

Table 3 : Exploratory Factor Analysis for Work Engagement

	Component		
	Vigor	Dedication	Absorption
I get carried away when i am working	.831		
I am immersed in my work most of the time	.793		
It is difficult to detach my self from my job	.789		
at my job i am very resilinet mentally		.779	
I can continue working for very long periods at a time		.765	
At my work i always persevere , even when things do not go well		.752	
At my work ,i feel bursting with energy		.593	
My job inspires me			.838
I am enthusiastic about my job			.769
Am proud of my work that i do			.649
Eigen values	3.059	2.080	1.275
% Total variance	22.326	21.819	19.985
Cumulative percentage	22.326	44.145	64.130

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

The results in table 3 above show that vigor (22.3%), absorption (20%) and dedication (21.9%) were the components of work engagement that were affected. All the three components account for about 64.13% of the variation in work engagement.

Reliability

The consistence Cron bach's alpha which is the most common measure of internal consistence was used to measure reliability based on the acceptable value equal or above .70 by Nunnally (1978). This meant that the scales used to measure the variables were consistent and reliable as indicated in the table below

Table 4 : Reliability (Cronbach Alpha) values

	Cronbach's Alpha	N of Items
Psychological Capital	.77	32
Employability	.93	23
Work Engagement	.83	15

Ethical issues

The research did not cause any harm to anyone and anything and the respondents felt free to participate.

After the research proposal, the researcher submitted the proposal to the faculty of education, department of psychology for review and it was approved by the university research ethics board.

After the approval of the proposal, the researcher got an introductory letter from the department of psychology- Kyambogo University seeking permission from the Chief Administrative Officer to collect data from introducing him to the respondents of Mpigi district Local government before the study.

The researcher ensured that respondent's confidentiality was maintained by using participant's identification numbers and not their names. In addition, the data collected was stored in a safe place that is out of reach and the questionnaires were disposed off as soon as the researcher completed her study.

A copy of the final report will be availed to the interested participating organizations.

Chapter Four

Analysis, Presentation and Interpretation of Results

Introduction

This chapter presents the findings of the study, which examined the relationship between Psychological capital, Employability and work engagement among local government employees in Mpigi district. The study specifically examined the relationship between Psychological Capital and Employability, assessed the relationship between Employability and Work engagement, ascertained the relationship between Psychological capital and Work engagement and established the combined influence of Psychological Capital and Employability on work engagement. Data analysis is presented using descriptive statistics, Pearson correlation, exploratory factor and multiple regression analysis.

Data analysis was guided by the following study objectives;

1. To examine the relationship between Psychological capital and Employability
2. To examine the relationship between Employability and work engagement
3. To examine the relationship between Psychological capital and Work engagement.
4. To examine the predictive power of Psychological capital and Employability on Work engagement.

Demographic Characteristics of Respondents

In the study, the researcher collected demographic information of respondents, which was perceived to be helpful in understanding the views of respondents on the issues that were being investigated. The findings are presented in the tables below.

Gender of respondents

The respondents were asked to indicate their gender to ensure that the views of both males and females were represented. The results in Table 4.1 below show that the majority of respondents (59.5%) were female and the rest (40.5%) were male. Therefore, the study findings adequately reflect the views of both genders.

Table 5 : Gender, Age, Designation, Marital Status, Education and Years of service of respondents (N=185)

Variable		Valid Percentages	
Gender	Category	F	%
	Male	75	40.5
	Female	110	59.5
Age	20-25 years	22	11.9
	26-30 years	40	21.6
	31-35years	39	21.1
	36-40years	53	28.6
	41-45 years	13	7.0
	=>46 years	18	9.7
Designation	Administration	27	14.6
	Accounting	16	8.6
	Auditing	21	11.4
	Health and sanitation	53	28.6
	Environment and natural resources	20	10.8
	Enforcement	8	4.3
	Education	8	4.3
	Urban planning	6	3.2
	Support Staff	6	3.2
	Works	9	4.9
	Community development	11	5.9

Source: Primary data from the field (2019)

Age category of respondents

In the questionnaire, the respondents also indicated their age category. They were requested to do so to ensure that respondents were mature enough to understand the research questions. The results in Table 5 above show that the majority (28.6%) were aged 36-40 years, followed by 21.6 % who were aged 26-30 years. Other respondents were aged 31-35 years (21.1%), 20-25 years (11.9%), 46 years and above (9.7%) and the rest (7.0%) were aged 41-45 years. These findings show that the majority of the respondents were mature enough to understand issues that were being investigated and were able to provide credible responses.

Designation of respondents

The respondents also indicated their job responsibilities. This was done to ascertain the extent to which the responsibilities of respondents could have influenced their responses. The findings in the table above show that, respondents were working in 11 departments. The majority, (28.6%) were in Health and sanitation, 14.6% were in Administration and they included town clerks a, deputy town clerks and human resource officers, 14.6 % were working in administration ,11.4% were working in Auditing and 10.8% were in environment and natural resources. Other respondents were in Accounting(8.6%), Community development(5.9%), works(4.9%), Education(4.3%), enforcement(4.3%), support staff(3.2%) and urban planning(3.2%). Respondents were selected from a variety of departments; therefore the responses are representative of a variety of work environments and experiences of local governments.

Marital Status, Education and Years of service of respondents (N=185)

Respondents were also asked to indicate other personal information that was necessary in understanding their view of the study variables. The findings are summarized in the table below.

Table 6 : Marital Status, Education and years of service (N=185)

Variable		Valid Percentages	
Marital Status	Category	f	%
	Single	59	31.9
	Married	72	38.9
	Divorced	4	2.2
	Separated	11	5.9
	Cohabiting	26	14.1
	Widow	3	1.6
	Others	10	5.4
Education	Certificate	23	12.4
	Diploma	52	28.1
	Degree	76	41.1
	Postgraduate	22	11.9
	professional course	12	6.5
Years of service	<1yr	6	3.2
	2-5 yrs	68	36.8
	6-10yrs	54	29.2
	11-15yrs	34	18.4
	16-20yrs	13	7.0
	21-25yrs	10	5.4

Source: Primary data from the field (2019)

Marital Status of respondents

Respondents indicated their marital status in order to gauge how their current marital life roles may have influence on their responses. The findings in table 6 show that, the majority (38.9%) were married, followed by 31.9 % who were single and 14.1% who were Cohabiting Other respondents were separated (5.9%) , divorced (2.2%), widowed (1.6%) and 5.4% belonged to other statuses.

Highest educational level attained by respondents

The respondents were also asked to indicate their highest level of education. The findings in the table above show that the majority (41.1%) had degree education followed by 28.1% who diploma education and 12.4% with certification education. Others had attained post graduate education (11.9%) and 6.5% had professional education. These findings show that the respondents had a good education, which would enable them to correctly analyse and interpret issues that were being investigated. So it can be argued that they provided reliable information.

Years of service

The respondents indicated the number of years they had spent working in the organization. Most of them (36.8%) had worked for 2-5 years followed by those who had worked for 6-10 years (29.2%), then by 18.4% who had worked for 11-15 years. Others had worked for 18-20 years (7.0%), 21-25 years (5.4%) and less than 1 year 3.2%. The majority of respondents had worked long enough in their current occupations and so they had a good understanding of how well they were performing with regard to issues that were being investigated.

Relationship among study variables

The relationship among the study variables was first explored before regression analysis was done. Pearson correlation coefficient was used to explore the relationship among the variables. Results are shown in the table below;

Table 7 : Correlation matrix of the study variables (n=185)

Variables	Psychological capital	Employability	Work engagement
Psychological capital	1		
Employability	.45**	1	
Work engagement	.59**	.34**	1

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

The findings in the table above show that all the variables were positive correlates of each other. This implies that a positive relationship existed between the independent variables (psychological capital, employability) and the dependent variable (work engagement).

Ha1: The Relationship between Psychological capital and Employability

The study had hypothesized a positive relationship between Psychological capital and employability. The findings in table 7 above show that the correlation between Psychological capital and employability was $r(2) = 0.452$, $p < 0.01$. Therefore a strong relationship existed between Psychological capital and employability. Positive changes in Psychological capital do significantly increase the employability of a person.

Ha2: Employability and Work Engagement.

The second hypothesis had hypothesized a positive relationship between employability and Work Engagement. The findings in the table 7 above show that there is a moderate relationship between Employability and Work Engagement ($r = .336$, $p \leq .01$.)

As employability increased, work engagement also increased. Hence employability is a significant factor in work engagement of employees. Positive changes in Employability do significantly increase work engagement.

Ha3: Psychological Capital and Work Engagement

The study had hypothesized a positive relationship between Psychological capital and work engagement. To establish this relationship, Pearson correlation analysis was used. The findings in table 7 above show that the correlation between Psychological capital and work engagement was ($r = .59, p \leq .01$). Therefore a strong relationship existed between Psychological capital and work engagement. Positive changes in Psychological capital were related to and could lead to an increase in work engagement.

Ha4: Combined influence of Psychological capital and Employability on Work Engagement

The study had hypothesized that Psychological capital and employability could positively predict work engagement. To confirm this, hierarchical multiple linear regression analysis was used. Before running the regression, data was tested to ascertain if it meets the requirements for regression. Normality was tested using a histogram of the residuals. The histogram in the appendix, shows that data was normally distributed. The p-p plot in the appendix shows that data was linear enough. Therefore data met the key requirements of multiple regression.

Table 8: Linear regression results of the variables

Model	R	R ²	Ad R ²	Std. Est	R ² Change	F Change	Sig. F Change
1	.598 ^a	.357	.350	5.939	.005	26.12	.000

a. Predictors: (Constant), Employability, Psychological capital

b. Dependent Variable: Work engagement

Table 9 : Multiple Regression analysis

		Coefficients^a				
		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	13.485	4.490		3.003	.003
	Psychologicalcapital	.228	.027	.560	8.437	.000
	Empoloyability	.043	.037	.076	1.147	.253

a. Dependent Variable: Work engagement

$R^2 = .353$

Adjusted $R^2 = 35.0\%$

$F = 26.12^{**}$ (df=2)

The results in table 8 indicate that all the independent variables combined, that is Psychological capital and employability predict 35 percent of the variation in Work Engagement. The regression model was also found to be well specified ($F = 26.12$, $p = .000$), meaning that at least one of the independent variables captured in the model were significant predictors of Work Engagement.

Chapter Five

Discussion, Conclusion And Recommendations

Introduction

This chapter presents a discussion, conclusion and recommendations of the study, which examined the relationship among Psychological capital, Employability and work engagement among local government employees in Mpigi district. A discussion of the findings is presented on the relationship between Psychological Capital and Employability, Employability and work engagement, Psychological Capital and work engagement and the combined influence of Psychological Capital and Employability on work engagement. This is followed by a conclusion of the study and finally by recommendations for action and areas further research.

Discussion

Psychological Capital and Employability

The study had hypothesized that there is a positive relationship between Psychological capital and Employability. A positive moderate relationship ($p < 0.01$) existed between Psychological capital and employability. This implies that Psychological capital does actually increase employability. High levels of psychological capital led to more Personal flexibility and Optimization/Anticipation among employees. These attributes increased the levels of job competence, career development and adaptability. Then, the employees are more likely to place emphasis on performance improvement, creativity and organizational commitment. This finding is in line with Surges et al. (2008) who observed that people with good psychological capital usually place more emphasis on developing personal strengths on which to thrive and are attractive to prospective organizations. Luthans et al.(2007) adds that developing success behaviors and traits enables these people to be more competitive. This finding also supports Peterson (2006) who discovered that

employees with high psychological capital were more likely to have employability skills such as good learning and innovation skills and life and career skills.

Increasing levels of Psychological capital also helped to equip the employable workers with stable characteristics in terms of Hope; which consists of agency, pathways, and goals, Optimism; associated with a positive future outlook and a tendency to view positive events as within the control, Self efficacy; the levels of the confidence that an individual has in his or her ability to complete a task or take a specific action and Resilience; the ability to cope with a risk and navigate efforts to persistence in the face of threats to reaching the goal. This is in line with Luthans et al., 2007a's Psychological Capital model which attempts to convert employees into competitive or employable workers by equipping them with relatively stable characteristics that enable them to build on their strengths and deal with obstacles to their dreams

The findings also confirmed a mediating effect of employability in the influence of psychological capital on work engagement. Therefore, local governments with non motivated employees who are also not performing may need to assess their levels of psychological capital.

Employability and work engagement

The study had hypothesized that there is a statistically significant relationship between Employability and Work engagement. Employability led to a positive increase in work engagement ($p < 0.01$). This finding means that high levels of Occupational expertise and Flexibility lead to better Work engagement. Therefore the employability of a person is significant in his work engagement. This implies that people who have competencies that can contribute to the success of organizations have higher levels of work engagement. This agrees with Fugate, Kinicki and Ashforth (2004) who said that employability promotes feelings of well being in a person due to the fact that he is in control of his career, This energizes the person to be committed to his work.

This implies that if local government in Uganda create conducive work environments, employees with good employable skills will be highly engaged hence efficient. This they will do in exchange for organizational support in providing facilities to exploit employability (Atkinson, 2002). Therefore, local governments in which employees are finding their work environments not satisfying are more likely to reduce their work engagement. As indicated by Coyle-Shapiro and Kessler (2002) local government employees who find their tasks unrewarding will “mentally” quit their jobs by reducing the amount of effort, innovation and creativity they put into their jobs. They also actively search for jobs of good quality, which will promote their wellbeing and reduce the effort they place in their current job.

The relationship between Psychological Capital and Work engagement

The study had hypothesized that there is a statistically significant relationship between Psychological capital and Work engagement. The findings in table 7 revealed that, a high and positive relationship existed between Psychological Capital and work engagement ($p < 0.01$). This implies that positive changes in Psychological Capital lead to an increase in work engagement. High level of psychological capital enables employees to be more optimistic and resilient leading to efficaciousness in the performance of their job tasks. These attributes also enable employees to exhibit, more cooperative effort, job flexibility and resourcefulness, aspects that enhance work engagement. This agrees with Chung, (2017) who said that psychological Capital among employees enables them to be more cooperative and support their colleagues to be more productive. Avey, Avolio, and Luthans (2011) adds that leaders with good psychological capital also motivate even the weak and lazy employees to invest themselves into work. This is even truer of managers and supervisors. Salanova, Llorens and Schaufeli (2011) say that managers with self-efficacy, optimism and resilience can remain focused on the task, even when things are not going well and attribute challenges to external situational variables rather than personal ability. This means that organizations

with existing capacities and resources that enhance psychological capital are likely to have engaged employees. Therefore, local governments in Uganda with low work engagement among their employees may need to re-examine their leaders (town clerks, heads of departments) and work environments with regard to levels of psychological capital.

Combined influence of Psychological Capital and Employability on work engagement

The last hypothesis had hypothesized that Psychological capital and Employability do significantly predict of Work engagement. The findings in table 8 above show that Psychological capital predicted about 35.3 % variation in work engagement of employees and both Psychological capital and employability predicted 35.7 % of the variation. This implies that high levels of Psychological capital and employability increase vigor, dedication and absorption among employees. Adding employability in the model, led to about 5 % increase in the predictive power of the two variables of the dependent variable. This implies that local governments in Uganda have to place more emphasis on psychological capital during their recruitments as the dominant predictor of work engagement.

Conclusion

The findings have confirmed the study hypotheses; Both Psychological capital and employability of employees are significant factors in the work engagement of local government employees in Uganda. This implies that even in Uganda high levels of Psychological capital and employability increase work engagement of employees. When employees have Optimism and Resilience, their efficacy will increase and so is their Work engagement, and efficiency. The employees may result into more organizational commitment which will increase their Work engagement.

There is a positive relationship between Employability and Work engagement. When employees have good Personal flexibility and Occupational expertise of their jobs, their work efficiency will increase, which will in turn enhance the vigour, absorption and dedication they have for their jobs.

The low levels of Work engagement present in local governments in Uganda point to inadequate psychological capital and employability among their employees. Therefore local government needs to place emphasis on these two attributes in their recruitment and work environments. This may reduce disengagement among employees and improve on the delivery of Local Government services not only in Mpigi district but in Uganda at large.

Recommendations for Action

In view of the findings, the following recommends are made;

Enhancing the role Psychological Capital in Employability.

Local government in Uganda needs to put in place strategies to address resources such as Efficacy, Optimism, Hope and Resilience that build positive attributes as this will consequently enhance psychological capital among their employees and increase the likelihood of improvement in the employability of their employees in terms of Occupational stress, Anticipation and Optimization and Personal flexibility.

Local government needs use strategies such as regular workshops and in-service training courses to promote these attributes among employees to increase their work engagement.

Improving the role of employability in work engagement

Local Governments have the primary responsibility of developing employable skills in their employees. This implies that local governments need to place more emphasis on skills that are more relevant to local governments and developing these in their workers through encouraging continuous learning programs, trainings and internships. This will in turn increase on the work engagement of individuals employed in local governments.

Local governments need to decide on employability skills and competences relevant to their work roles, publishing them and designing organization strategies to enhance these skills.

Enhancing the role psychological Capital in work engagement

The influence of Psychological capital on work engagement is derived from employee's internal capability to draw on existing capacities or resources. Therefore local government in Uganda need to put in place strategies to address resources such as Efficacy, Optimism, Hope and Resilience that build positive attributes as this will consequently enhance psychological capital among their employees and increase the likelihood of contributing to work engagement.

Given the fact that leaders play a significant role in the levels of psychological capital of employees, local government need to have town clerks and department heads with very good positive emotions on the organization and work. In turn they can be able to spread them to their team and improve employee morale.

Improving the contribution of psychological capital and employability on work engagement

Local governments should ensure that during their recruitment exercise, they should design tests and interviews that will effectively tap psychological capital and employability skills of an individual.

Also in their work environments and daily operations, local governments need to have strategies that enhance psychological capital and employability attributes among employees relevant to their work tasks.

Areas for Further Research

The findings of this research point to the need for further research in the following areas:

1. A study is needed to establish what psychological capital and employability attributes are usually targeted by local government recruitment programs.
2. The researcher recommends that further research should be carried out on balding psychological capita and employability relevant to local governments.

Limitations and recommendations.

Limited time for the respondents to fill in the questionnaire as most of them had busy schedule at their work places. The researcher made efforts to remind the participants about filling the questionnaire through telephone calls.

Misinterpretation of the questionnaires by some of the respondents was checked by the researcher using a questionnaire with pre-determined questions and guiding the participants on how to fill the questionnaire.

Poor response rate by some respondents that was facilitated by absenteeism and most employees engaging in field work. The researcher checked this through making timely appointments with field staff and by encouraging the respondents to participate in the study and educating them more about the benefits of taking part.

Uncooperative respondents during the research study were engaged through the creation of rapport.

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Appendix

Dear respondents,

I am a student of Kyambogo University, pursuing Masters Degree of Organizational Psychology. I am currently carrying out research on Psychological Capital, Employability and Work Engagement among employees working in public service under Mpigi District Local Government.

You have been identified as key and valuable respondent to participate in this research and it is purely academic. Your responses will be treated with high levels of confidentiality and will purely be used for the purpose of this study. It is my humble request that you spare some time and answer the following questions.

Your contribution towards filling this questionnaire will be a great contribution towards my academic achievement.

Section one: Background information. (Tick where applicable)

1. **Sex:** Male Female

2. **Age**

20-25	26-30	31-35	36-40	41-45	46 above
1	2	3	4	5	6

3. **Marital status**

Single	Married	Divorced	Separated	Cohabiting	Widow	Others
--------	---------	----------	-----------	------------	-------	--------

1	2	3	4	5	6	7
---	---	---	---	---	---	---

4. What is your designation?.....

5. What is your level of education?

Certificate	Diploma	Degree	Postgraduate	Professional course
1	2	3	4	5

6. Years of service

Less than 1	2-5	6-10	11-15	16-20	21-25	26 above
1	2	3	4	5	6	7

Section Two: - Psychological Capital

The next set of items investigates the confidence and belief in oneself. The items describe an imaginary person who has a lot of self-confidence. You are required to rate yourself by comparing yourself to this imaginary individual. Please use the "Comparison scale" below.

This is exactly like them	This is like me	This is somehow like them	This is somehow not like them	This is not like me	This is definitely not like me
6	5	4	3	2	1

	Self - efficacy belief (Confidence)						
1	He/she always manages to solve difficult problems if he/she tries hard enough	6	5	4	3	2	1
2	He/she is confident that she/he could deal efficiently with unexpected event in his/her job	6	5	4	3	2	1
3	He/she can solve most problems related to his/her job if she/he invests in the necessary efforts	6	5	4	3	2	1
4	It is important that he/she does his/her job better than others	6	5	4	3	2	1
5	Thanks to his/her resourcefulness, he/she can handle unforeseen situations	6	5	4	3	2	1
6	If a co-worker got a prize, he/she would feel proud	6	5	4	3	2	1
7	The well being of a co-worker is very important for him/her	6	5	4	3	2	1
8	To him/her, pleasure is spending time with others	6	5	4	3	2	1
9	He/she feels good when he/she cooperates with others	6	5	4	3	2	1
10	He/she is happy with his/her work output	6	5	4	3	2	1
11	He/she is a very resilient worker and can cope in very difficult changing situations	6	5	4	3	2	1
12	He/she likes change situations because they provide so many opportunities	6	5	4	3	2	1

Use the "Frequency" scale below to evaluate the following Optimism practices.

Always without fail	Almost all the time	Most of the time	About half of the time	Less than half of the time	Never to less than a quarter of the time
(100%)	(80-99%)	(65-79%)	(50-64%)	(25-49%)	(0%- Less 24%)
6	5	4	3	2	1

	Optimism for the future						
1	I appraise stressful events more positively and mobilize my resources to take direct action	6	5	4	3	2	1
2	I am always having a positive outlook towards challenges	6	5	4	3	2	1
3	I am always flexible and committed to finding solutions to my problems	6	5	4	3	2	1
4	In evaluating situations, I tend to magnify the strengths and opportunities	6	5	4	3	2	1
5	In making decisions, I don't fear taking risks	6	5	4	3	2	1
6	In any challenging situation, I always look forward for better future outcomes	6	5	4	3	2	1
7	When we are having a challenging situation at work, I always encourage my colleagues to look forward for better outcomes	6	5	4	3	2	1
8	When I am faced with hard situations, I look back at already established accomplishment for courage and inspiration	6	5	4	3	2	1

Circle the number you think is most appropriate. Kindly use the scale below and be objective as possible.

Strongly disagree (SD)	Moderately disagree (MD)	Slightly disagree (SD)	Slightly agree (SA)	Moderately agree (MA)	Strongly agree (SA)
1	2	3	4	5	6

		SD	MD	SD	SA	MA	SA
	Hope						
1	If I should find myself facing a problem in my job search, I could think of many ways to get out of it.	1	2	3	4	5	6
2	At the present time, I am energetically pursuing my job search goals.	1	2	3	4	5	6
3	There are lots of ways around my job search problem.	1	2	3	4	5	6
4	Right now, I see myself as being pretty successful in my job search.	1	2	3	4	5	6
5	I can think of many ways to reach my current job search goals	1	2	3	4	5	6
6	At this time, I am meeting the job search goals that I have set for myself.	1	2	3	4	5	6

Circle the number you think is most appropriate. Kindly use the scale below and be objective as possible.

Strongly disagree (SD)	Moderately disagree (MD)	Slightly disagree (SD)	Slightly agree (SA)	Moderately agree (MA)	Strongly agree (SA)
1	2	3	4	5	6

	Resilience	SD	MD	SD	SA	MA	SA
1	When I have a setback in my job search, I have trouble recovering from it	1	2	3	4	5	6
2	In my job search, I usually manage difficulties one way or another.	1	2	3	4	5	6
3	I can be “on my own”, in my job search, if I have to.	1	2	3	4	5	6
4	I usually take stressful things in my job search in stride.	1	2	3	4	5	6
5	I can get through difficult times in my job search because I’ve experienced difficulty before.	1	2	3	4	5	6
6	I feel I can handle many things at a time in my job search.	1	2	3	4	5	6

Section Three - Employability

Circle the number you think is most appropriate. Kindly use the scale below and be objective as possible.

Strongly disagree (SD)	Moderately disagree (MD)	Slightly disagree (SD)	Slightly agree (SA)	Moderately agree (MA)	Strongly agree (SA)
1	2	3	4	5	6

		SD	MD	SD	SA	MA	SA
	Occupational expertise						
OE1	I am competent enough to engage in in-depth, specialist discussions in my job domain	1	2	3	4	5	6
OE2	I am competent to perform my work accurately and with few mistakes	1	2	3	4	5	6
OE3	I consider myself competent to be of practical assistance to my colleagues with questions about the approach to work	1	2	3	4	5	6
OE4	I am competent to carry out my work independently	1	2	3	4	5	6
OE5	I am competent to weigh up and reason out the "pros" and "cons" of particular decisions on working methods in my job domain	1	2	3	4	5	6
OE6	I am competent to distinguish main issues from minor issues and to set priorities.	1	2	3	4	5	6
OE7	I am competent to indicate when my knowledge is insufficient to perform a task or resolve a problem	1	2	3	4	5	6
	Anticipation and optimization	1	2	3	4	5	6
AO1	I take account of external market demands in formulating my career goals.	1	2	3	4	5	6
AO2	I take responsibility for maintaining my labour market value	1	2	3	4	5	6
AO3	I am focussed on continuously developing myself.	1	2	3	4	5	6
AO4	I associate myself with the latest developments in my job domain	1	2	3	4	5	6
AO5	I spend time improving the knowledge and skills that will be of benefit to my work	1	2	3	4	5	6
AO6	During the past year, I actively engaged in investigating	1	2	3	4	5	6

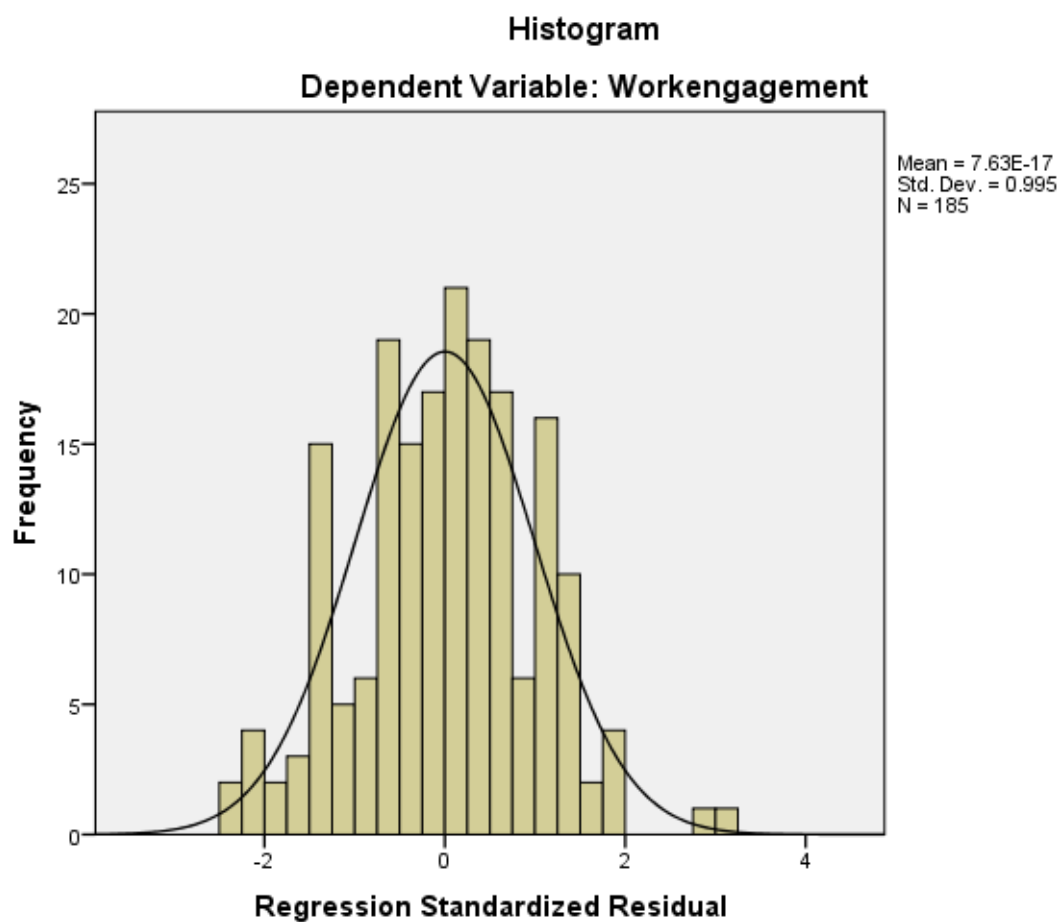
	adjacent job areas to see where success would be achieved						
	Personal Flexibility	1	2	3	4	5	6
PF1	I am able to adapt to changes in my workplace	1	2	3	4	5	6
PF2	I am able to adapt to developments within my organisation	1	2	3	4	5	6
PF3	I am able to anticipate and take advantage of changes in my working environment	1	2	3	4	5	6
PF4	I am able to anticipate and take advantage of changes in my sector	1	2	3	4	5	6
PF5	I find working with new people very pleasant	1	2	3	4	5	6
	Cooperate Sense	1	2	3	4	5	6
CS1	I involve myself in achieving my organisation's/ department's mission	1	2	3	4	5	6
CS2	In my work, I take the initiative to share responsibilities with colleagues	1	2	3	4	5	6
CS3	I share experiences and knowledge with others	1	2	3	4	5	6
CS4	I exercise influence within my organisation	1	2	3	4	5	6
CS5	In my organisation, I do take part in forming a common vision of values and goals	1	2	3	4	5	6

Section Four: Work Engagement.

Please choose the best answer to the following statements such as 1=strongly disagree (SDA), 2= Disagree (DA), 3= Agree (A), 4= strongly agree (SA).

	Vigor	SDA	DA	A	SA
EEV1	At my work, I feel bursting with energy				
EEV2	At my job, I feel strong and vigorous				
EEV3	When I get up in the morning, I feel like going to work				
EEV4	I can continue working for a very long periods at a time				
EEV5	At my job, I am very resilient mentally				
EEV6	At my work I always persevere, even when things do not go well				
	Dedication	SDA	DA	A	SA
EED1	I find the work that I do full of meaning and purpose				
EED2	I am enthusiastic about my job				
EED3	My job inspires me				
EED4	I am proud of my work that I do				
EED5	To me, my job is challenging				
	Absorption	SDA	DA	A	SA
EEA1	Time flies when I am working				
EEA2	When I am working, I forget everything else around me				
EEA3	I feel happy when I am working intensely				
EEA4	I am immersed in my work most of the time				
EEA5	I get carried away when I am working				
EEA6	It is difficult to detach myself from my job				

Normality Test



test for normality of data

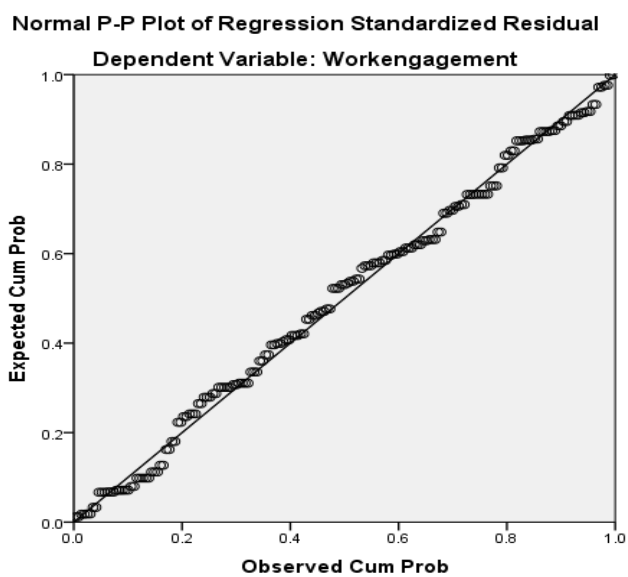


fig 5: test for linearity of data

Krejcie and Morgan Table

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

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

Budget

ITEM	UNIT	UNIT COST	TOTAL COST
Lunch	60	4,500	270,000/=
Rim of paper	1	25,000/=	25,000/=
Flip charts	1	12,000/=	12,000/=
Markers	5	500/=	2,500/=
Transport to Mpigi district headquarters to get permission to conduct research.	1	10,000/=	10,000/=
Transport to get introductory letter	1	8,000/=	8,000/=
Transport to meet the supervisor to review the topic	16	7,000/=	112,000/=
Proposal writing	1		100,000/=
Proposal submission	1	7,000/=	7,000/=
Transport to the field	60	3,000/=	180,000/=
Printing questionnaires	300	100/=	30,000/=
Distributing questionnaires	30	10,000/=	30,000/=
Collecting questionnaires	30	10,000/=	30,000/=
Data processing	1		100,000/=
Data analysis	1		100,000/=
Report writing	1		100,000/=
Report printing	3	20,000/=	60,000/=
Report submission	1	7,000/=	7,000/=
			Total: 1,183,500/=

RECOMMENDATION LETTER

General line : 710079
 Direct lines: :
 Chairman District Council : 710092
 Chief Admin. Officer : 0392 - 715397
 Director of Health Services : 0392 - 715398
 District Water Officer : 0392- 715396
 District Forest Officer : 0141 710036
 Chief Finance Officer : 710051
 Fax : 710111

**MPIGI DISTRICT LOCAL GOVERNMENT**

www.mpigi.go.ug

Office of ...CAD.....

.....
 P.O.Box 172
 Mpigi

IN ANY CORRESPONDENCE ON
 THIS SUBJECT PLEASE QUOTE NO

CR. 220/1Date: **1/07/2019**

**To All Heads of Department
 Senior Assistant Secretary,
 Town Clerk.**

RE: RECOMMENDATION OF MR. NSUBUGA MATHEW

This is to introduce to you Mr. Nsubuga Mathew a graduate student from Kyambogo University who is conducting a research study on the topic entitled Psychological, Capital, Employability and Work Engagement in the Ministry of Local Government, a case of Mpigi District.

I therefore request you to accord him the necessary support to enable him complete the research.

*Kaweesa Selestino*For: **CHIEF ADMINISTRATIVE OFFICER**

Copy : Mr. Nsubuga Mathew

Handwritten note in red ink: 1-400 and 1-400 office...

 (All correspondences to be addressed to the Chief Administrative Officer)