



**FACTORS AFFECTING EMPLOYEE JOB SATISFACTION IN THE
DIRECTORATE OF CITIZENSHIP AND IMMIGRATION CONTROL
OF UGANDA**

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14/MMSPAM/33/16**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF CIVIL SERVICE, PUBLIC
ADMINISTRATION AND GOVERNANCE IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE MASTERS DEGREE IN
MANAGEMENT STUDIES (PUBLIC ADMINISTRATION AND MANAGEMENT)
OF UGANDA MANAGEMENT INSTITUTE**

FEBRUARY 2016

DECLARATION

I, Gloria Batera Kyeswa, declare that this study is my original work and has to the best of my knowledge, never been submitted for the award of a degree or any other award in a University or other Institutions of higher learning.

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DEDICATION

I dedicate this study to the Almighty God. To my husband and children, I could not have done without you.

ACKNOWLEDGEMENT

I thank the almighty God for the wisdom and courage to complete this course. I would like to express my deepest appreciation to my supervisors; Dr. Stella Kyohairwe and Mr Malunda Paul. Without your guidance and help this dissertation would not have been possible.

I am also grateful to my friend Ms. Julia Nalugwa who has inspired me a lot and helped me finish this thesis within the limited time. Isaac, Isaiah, Jacobs, Alexandra and Abigail every day is a special day to let you know that I love you more than words can say! This is for you.

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LIST OF ACROYNMS

DCIC- Directorate of Citizenship and Immigration Control

ABSTRACT

The purpose of the study was to investigate the factors affecting employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda. Specifically, the study sought to: establish the relationship between work environment and employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda; examine how Supervision affect employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda and; establish the extent to which promotion criteria affects employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda. The study used a cross-sectional survey research design, adopting both quantitative and qualitative approaches. The researcher used a sample of 153 respondents. Simple random sampling and purposive sampling were used. Methods of data collection were questionnaires and interviews. Pearson's correlation co-efficient was used to determine whether there is linear relationship between work environment; Supervision; promotion criteria and employee job satisfaction. Qualitative data were analysed by quotation and paraphrasing. Findings of the study revealed that work environment; Supervision and promotion criteria affect employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda. On the basis of the study findings, it was concluded that work environment; Supervision and promotion criteria had a positive relationship with employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda. The study recommends that; DCIC should improve the overall salary packages of employees; on the other hand, two shifts or three shifts is a way to reduce the workload of employees; to improve fairness DCIC should create a scientific performance appraisal system and utilize the other developed countries' scientific performance systems, and use these systems to evaluate employee work performance and evaluate employee service quality.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Job satisfaction is a complex concept that is influenced by many factors (Bakotic and Babic, 2013). The aim of this study was to analyze the factors affecting job satisfaction in the Directorate of Citizenship and Immigration Control. In this study, the factors affecting job satisfaction was limited to work environment, supervision and promotion criteria. This chapter presents the background to the study, the statement of the problem, purpose of the study, objectives of the study, research questions, research hypotheses, scope of the study, the significance and justification of the study. The chapter also includes the conceptual framework.

1.2 Background to the Study

1.2.1 Historical Background

The theory of job satisfaction has been prominent in social sciences for ages. The history of job satisfaction stems back to the early 1900's with the situationist perspective on job satisfaction. This perspective states that satisfaction is determined by certain characteristics of the job and characteristics of the job environment itself. This view has been present in the literature since the first studies by Hauser, Taylor and the various projects at the Western Electric plants in Hawthorne (Cranny, Smith & Stone, 2002).

Since the late 1950s, a number of researchers have theorized about the nature of job satisfaction and developed models which attempt to explain differences of job satisfaction (Sseganga &

Garrett, 2005). Job satisfaction, as an academic concept, has aroused wide attentions from the fields of management, social psychology, and practice in recent years. Researches on this concept have a long history in the diversified academic field. The Hawthorne Studies are considered to be the most important investigation of the human dimensions of industrial relations in the early 20th century. They were done at the Bell Telephone Western Electric manufacturing plant in Chicago, beginning in 1924 through the early years of the Depression. The Hawthorne plant created an Industrial Research Division in the early 1920's. Personnel managers developed experiments to explore the effects of various conditions of work on morale and productivity (Brannigan & Zwerman, 2011). However, this study investigated how work environment, supervision and promotion criteria affected employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda.

1.2.2 Theoretical Background

This study was guided by the Herzberg (1959) two factor theory. In the late 1950s Frederick Herzberg developed a theory that there are two dimensions to job satisfaction, "motivation" and "hygiene". The work characteristics associated with dissatisfaction (hygiene factors) vary from those pertaining to satisfaction (motivators) in that motivators lead to satisfaction, although their absence may not lead to dissatisfaction. The motivators include achievement, recognition and intrinsic interest in the work itself. The continuing relevance of Herzberg is that there must be some direct link between performance and reward, whether extrinsic as in recognition or intrinsic as in naturally enjoyable work, to motivate employees to perform and improve their job satisfaction.

According to Mullins (2002), Herzberg's two-factor theory is effectively a theory of job satisfaction. Furthermore, Baron and Greenberg (2003), states that Herzberg's Two Factor Theory also known as the Motivator –Hygiene theory focuses on factors that are responsible for job satisfaction and job dissatisfaction. There are some factors that would encourage job satisfaction if they are present, but feelings of dissatisfaction when they are absent. Herzberg argues that this is not the case. He advocated this in his Two-Factor Theory, that job satisfaction and dissatisfaction actually originates from divergent sources (Baron & Greenberg, 2003). This study was based upon this theory.

Another well-known job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction. A significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model, proposed by Timothy A. Judge in 1998. Judge argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her/his own life, as opposed to (outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction. This study was guided by Herzberg's two-factor theory to investigate how work environment, supervision and promotion

criteria affected employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda.

1.2.3 Conceptual Background

According to Bakotic and Babic (2013) job satisfaction shows how much an employee likes his work as well as the level of his preoccupation with work while according to Kalleberg and Berg (1987) job satisfaction is the evaluation of an individual's current job role.

Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction while Vroom (1964) in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying.

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment (Kaliski, 2007; Statt, 2004 & Armstrong, 2006). To the researcher Job satisfaction refers to the degree to which individuals feel positively and negatively about their jobs.

According to Bakotic & Babic (2013) work environment can refer to the social relation at workplace and also maintain the relationship between colleague, supervisor and the organisation. Working environment as a factor of job satisfaction includes: the influence of factors related to the employee, subjective factors; the impact of environmental factors; and the impact of organizational factors that are primarily related to the organization of production (Bakotic and Babic, 2013). In this study Work environment refers to circumstances that surround the employees at work place.

Supervision focuses on the relationships between staff, the tasks to meet the organization's mission and goals, and the constant assessment of whether policies and procedures continue to meet the organization's mission and goals (Burgess, 2006; Collins, 2005). In this study Supervision refers to the action of supervising someone or something. It includes monitoring and regulating of processes, or delegated activities, responsibilities, or tasks.

Arnold & Feldman (2006) define promotion criteria as the procedure followed in elevation of worker to the next level which may result in positive changes such as pay, autonomy and supervision. However, in this study Promotion criteria refer to steps laid down in the relevant promotions procedures. This study investigated how work environment, supervision and promotion criteria affect employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda.

1.2.4 Contextual Background

The Directorate of Citizenship and Immigration Control Headquarters are located on Plot 75, Jinja Road, in Kampala. The Directorate carries out the decision of the National Citizenship and

Immigration Board, facilitate the legal and orderly movement of persons to and from Uganda, process and verify Uganda citizenship, register all Uganda citizens and resident aliens and issue them with national and alien Identity cards respectively, Regulate the issue of national passports and travel documents, to facilitate and provide a conducive immigration environment for foreign investment in Uganda and to enforce national and regional immigration laws for the security and development of Uganda (Office of the Auditor General, 2010).

The DCIC is also responsible for border management as well as migration related inspection, investigations, prosecution and removal of irregular migrants (undesirable immigrants according to Ugandan legislation) from Uganda. The services offered by the Directorate of Citizenship and Immigration Control can be summarized as issuance of the following; Ugandan Passports , Special Passes, Entry Permits (Work Permits), Dependants Passes, Pupils Passes, Certificates of Residence, Granting of Citizenship and Visas (Office of the Auditor General, 2010). A satisfied, happy and hardworking employee is biggest asset of any organisation (Jain & Kaur, 2014). Effective results & productivity for any organisation is depend on the level of satisfaction of employees and work environment is one of the most important factor which influence the satisfaction & motivation level of employees. Efficient human resource management and maintain good work environment or culture effects not only the performance of employee & organisation but also affects the growth & development of entire economy (Jain & Kaur, 2014).

The Government of Uganda through the ministry of Public Service has put in various incentives in a bid to satisfy its employees in form of guaranteed monthly salary, pension and gratuity of the retiring officers. The Standing Orders (2010) provide for each employee an annual leave of one month and where necessary a sick leave, maternity leave, paternity leave, study leave and even a leave without pay. The Directorate of Citizenship and Immigration Control in its annual budget

caters for various allowances, a vote is allocated to train and equip employees in their relevant fields (Office of the Auditor General Report, 2010). In spite of the above, employees continue to come late at work, absent themselves and a number of them have left the Directorate of Citizenship and Immigration Control (Daily monitor, Thursday, March 27, 2014). It is therefore upon this background that the researcher was compelled to find out how work environment, supervision and promotion criteria affected employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda.

1.3 Problem Statement

The mandate of the Directorate of Citizenship and Immigration Control is to control, regulate and facilitate citizenship and immigration for the development of Uganda. Directorate of Citizenship and Immigration Control invests a lot in its employees in terms of Training of immigration officers and opening up of regional immigration offices in Mbale and Mbarara to improve service delivery. Despite the motivational steps taken, the commitment and morale of workers is low (Daily monitor, Thursday, March 27, 2014). Indeed, Directorate of Citizenship and Immigration Control is experiencing a high employee turnover. In addition, there is low commitment, absenteeism and poor time management of employees as evidenced by the arrival records (Office of the Auditor General Report, 2010) as a result the Directorate of Citizenship and Immigration Control staff has been accused of being rude and unhelpful to customers (Daily monitor, Thursday, March 27, 2014). This may be attributed to job dissatisfaction amongst immigration officers. It is against this background that the researcher investigated the factors affecting employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda.

1.4 Purpose of the Study

The purpose of the study was to establish the factors affecting employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda.

1.5 Objectives of the Study

- i. To establish the relationship between work environment and employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda.
- ii. To examine how Supervision affect employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda.
- iii. To establish the extent to which promotion criteria affects employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda.

1.6 Research Questions

- i. What is the relationship between work environment and employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda?
- ii. How does Supervision affect employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda?
- iii. To what extent do promotion criteria affect employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda?

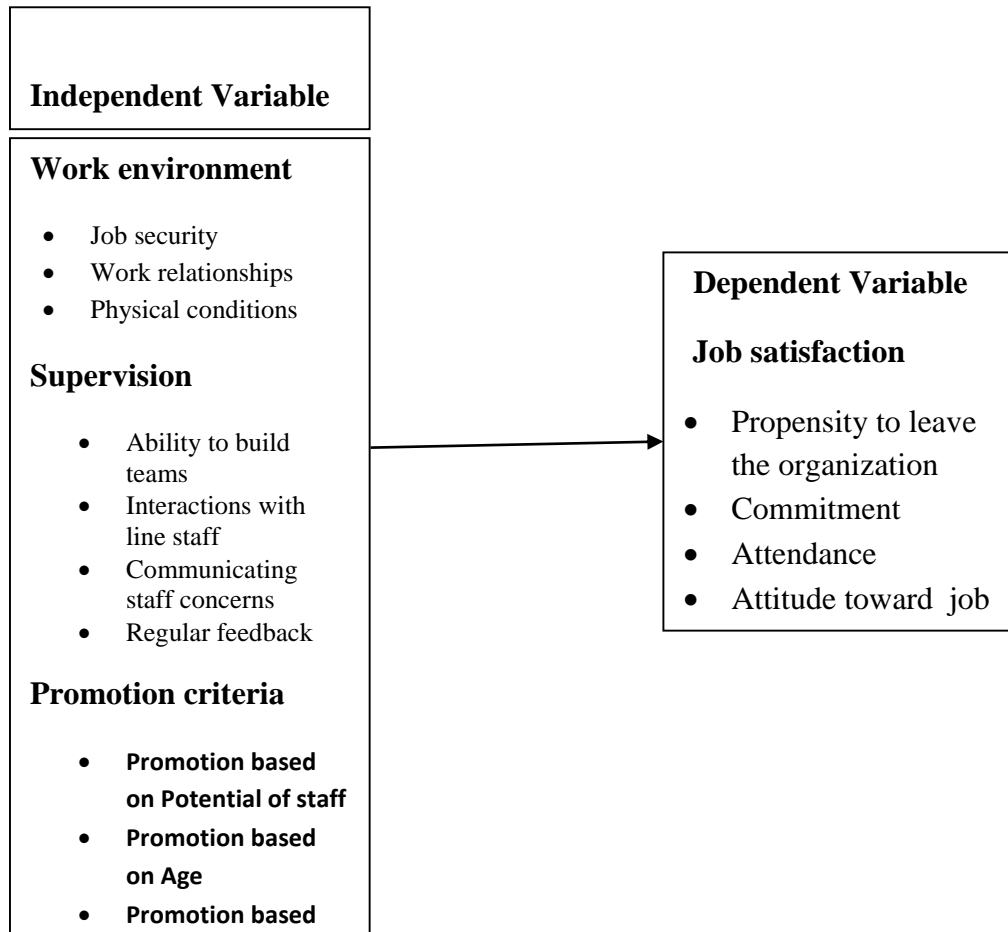
1.7 Hypotheses of the Study

- i. There is relationship between work environment and employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda.

- ii. There is relationship between supervision and employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda.
- iii. There is relationship between promotion criteria and employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda.

1.8 Conceptual Framework

The study's conceptual framework was based on the model shown in the diagram.



Source: Adopted from Bakotic & Babic (2013) and modified by researcher

Figure 1.1: The relationship between factors affecting employee job satisfaction

The figure 1.1 above shows how the researcher perceived the relationships between the variables of the study, as indicated above; it depicts the relationships in the three objectives of the study. Work environment, Supervision and promotion criteria were shown as the independent variables. Employee job satisfaction was shown as the dependent variable under the dimensions of propensity to leave the organization, commitment, attendance and attitude toward job. It was conceptualized that the independent variables would work to improve or worsen employee job satisfaction for example good work environment, rewards and good job design would improve employee job satisfaction and vice versa.

1.9 Scope of the Study

1.9.1 Geographical Scope

The study was conducted at the Directorate of Citizenship and Immigration Control Headquarters, Plot 75, Jinja Road, Kampala Uganda. The researcher chose this case study because of its proximity and access to information.

1.9.2 Content Scope

As for the content scope, the study focused on finding out the factors affecting employee job satisfaction in the Directorate of Citizenship and Immigration Control, which was limited to work environment, Supervision and promotion criteria and Employee job satisfaction was shown as the dependent variable under the dimensions of propensity to leave the organization, commitment, attendance and attitude toward job.

1.9.3 Time Scope

The study covered the period of four (4) years from 2011 to 2014 because this was the period when DCIC staff had been accused of being rude and unhelpful to customers (Daily monitor, Thursday, March 27, 2014).

1.10 Significance of the Study

The outcomes of this study would advise the management on the measures needed to enhance and maintain employee satisfaction during the restructuring period. The study would enable employers appreciate the relevance of job satisfaction and the most effective way to satisfy them to meet organizational objectives.

The Ministry of Internal affairs would use the study to understand the factors affecting employee job satisfaction and as result focus attention on management of staff and their stability.

The findings of the study would contribute to the existing body of knowledge and would stimulate other research in areas of staff management in government agencies and departments. The heads of departments and supervisors shall understand the factors that affect employee job satisfaction hence enabling them to become better managers.

1.11 Justification of the Study

According to Cooper-Hakim and Viswesvaran (2005) predicting employee satisfaction, commitment and turnover is important because employees have become a source of sustainable competitive advantage to organisations. Therefore, employee commitment and satisfaction becomes critical if an organisation expects to be successful. Therefore, there was urgent need for

a reflective study into the factors affecting employee job satisfaction in the Directorate of Citizenship and Immigration Control.

1.12 Operational Definitions of Terms and Concepts

Job satisfaction: refers to the degree to which individuals feel positively and negatively about their jobs

Promotion criteria: These are laid down in the relevant promotions procedures

Supervision: the action of supervising someone or something. It includes monitoring and regulating of processes, or delegated activities, responsibilities, or tasks.

Work environment: refers to circumstances that surround the employees at work place.

Supervisor: is a staff person to whom authority is delegated to direct, coordinate, enhance, and evaluate on-the-job performance of one or more line staff

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter reviewed existing literature as presented in textbooks, journals, magazines, newspaper articles and the internet related to work environment and employee job satisfaction, rewards and employee job satisfaction and job satisfaction and employee job satisfaction. The chapter includes the theoretical Review, Actual literature review and summary of the literature review in line with the objectives of the study.

2.2 Theoretical Review

In the late 1950s Frederick Herzberg developed a theory that there are two dimensions to job satisfaction, “motivation” and “hygiene”. The work characteristics associated with dissatisfaction (hygiene factors) vary from those pertaining to satisfaction (motivators) in that motivators lead to satisfaction, although their absence may not lead to dissatisfaction. The motivators include achievement, recognition and intrinsic interest in the work itself. The continuing relevance of Herzberg is that there must be some direct link between performance and reward, whether extrinsic as in recognition or intrinsic as in naturally enjoyable work, to motivate employees to perform and improve their job satisfaction. The current study will be based upon this theory.

Factors leading to satisfaction, describes as motivators, were promotional and personal growth opportunities, responsibility, achievement and recognition. These are factors that are intrinsically

rewarding to the individual. Extrinsic factors, described as “hygiene” factors, leading to job dissatisfaction include pay, physical working conditions, job security, company policies, quality of supervision and relationship with others (Robbins, 2003).

Herzberg and his co-workers (1957) argued that the opposite of job satisfaction is not job dissatisfaction, but no satisfaction. Likewise, the opposite of job dissatisfaction is not job satisfaction, but no job dissatisfaction. According to his theory, ‘motivators’ (e.g. achievement and responsibility), lead to job satisfaction when present, but do not produce dissatisfaction when absent. These satisfiers are intrinsic factors. Job context features, called ‘hygiene’ factors, (e.g. company policies, supervision and salary) are called extrinsic factors. They cause dissatisfaction when inadequate but do not cause satisfaction, even when they are present.

Smerek and Peterson (2007) tested the two-factor theory on 2700 employees at a large public research university. Their findings replicated Ewan’s findings in that only the factor of the work itself acted in accordance with Herzberg’s conceptualization (Smerek & Peterson, 2007). Dunaway (2009) studied nurse practitioner job satisfaction using the two-factor theory. Again, these findings did not support Herzberg’s findings in any area except that the work itself has an impact on employee satisfaction. This study employed Herzberg’s dual-factor theory (Herzberg et al., 1959) as a foundational theoretical framework to examine the factors affecting employee Job satisfaction in the Directorate of Citizenship and Immigration Control.

2.3 Factors affecting Job satisfaction

2.3.1 Work Environment and Employee Job Satisfaction

On the other hand, stressful work conditions have been found to negatively affect job satisfaction and organisational commitment and increase propensity to turnover (Lambert, 2003; Ngo, Foley and Loi, 2005). An employee is considered to enjoy job security when he/she remains employed with the same organisation without a reduction of seniority, pay, pension benefits and other benefits (Yousef, 1998). However, since the late 1970s, economic recessions, industrial restructuring, technological changes and intensified global competition have dramatically changed the nature of work (Buitendach and De Witte, 2005).

These changes have forced organisations to improve effectiveness and streamline operations through downsizing, outsourcing and rationalisation, bringing to an end the promise of job security, lifelong employment and defined career paths. For many employees, these changes in working life have caused feelings of insecurity regarding the nature and future existence of their jobs, leading to negative employee work attitudes, increased job dissatisfaction, low organisational commitment and increased withdrawal behaviour (Buitendach and De Witte, 2005; Cully *et al.*, 2009).

Employees who are assured of employment security may develop commitment and be satisfied with their jobs because of the longevity of the employment relationship (Yousef, 1998). Employees who are provided with job security will expend extra effort and are likely to develop stronger identification with the values and goals of the organisations.

According to Smith (2002), people respond unfavourably to restrictive work environments so it is imperative for organizations to create a working environment that gives employees the ability and freedom to think, engaging and motivating the workforce to reach a higher level of job satisfaction. Ayers (2005) suggests that the work environment should motivate employees to perform at their best and show commitment to the organization, enhancing work conditions to support the organization's mission and thus impacting on job satisfaction.

Work environment plays a vital role since it influences job satisfaction, as employees are concerned with a comfortable physical work environment that will ultimately renders more positive level of job satisfaction (Robbins, 2003). Lack of favourable working conditions, amongst other things, can affect poorly on the worker's mental and physical well-being (Baron and Greenberg, 2003). According to Arnold and Feldman (2006) factors such as working hours, temperature, ventilation, noise, hygiene, lighting, and resources are all part of working conditions. Negative performance will be provoked by poor working conditions since employees job demand mentally and physically tranquillity. Moreover, Arnold and Feldman (2006) warned that if working conditions are two extreme ends either too favourable or too extreme, this could be taken for granted or ignored by most employees. Furthermore, when employees feel that management does not appreciate or acknowledge their efforts or work done they may use poor working conditions as an excuse to get back at management. This study found out that work environment positively affects employee job satisfaction in the Directorate of Citizenship and Immigration Control.

2.3.2 Supervision and Employee Job Satisfaction

According to Brown (2008) there has been a huge outcry from educators of the poor supervision in the education sector. Many staff have complained that their seniors lack human relations and supervisory skills. They have also made mention of the tremendous amount of favouritism and inequities that exist at management level. According to Baron and Greenberg (2003), if workers view their superiors as fair and competent and sincere, the level of job satisfaction will be high. Furthermore, those workers that perceive their employers as unfair, incompetent and selfish will therefore experience, a lower level of job satisfaction.

According to Hussami (2008), employees want supervisors who have a bond with them and who trust them, understand them and show fairness. If the supervisor is abusive the worker is left with no choice but to be dissatisfied with their job. Williams (2004) opines that supervisors play such an important role in jobs that it would not be wrong to say that employees leave their bosses, not their jobs. Often outside the formal process of evaluation, the supervisor gets a chance to discuss the progress of employees. This study found that supervision positively affects employee job satisfaction in the Directorate of Citizenship and Immigration Control.

2.3.3 Promotion criteria and Employee Job Satisfaction

The level of promotion has a stronger impact on job satisfaction as compared to recognition and achievement. The promotion to the next level will result in positive changes such as pay, autonomy and supervision (Arnold and Feldman, 2006). Hoy and Miskel (2001), however, warns that those top achievers promoted too quickly can result in dissatisfaction amongst loyal, intelligent but less creative senior workers. The human resources department, at most times, is constantly asked the question “does the job position entails opportunity for advancement (promotion).”

Locke (1976) advocates that the wish to be promoted stems from the desire for psychological growth, the desire for justice and the desire for social status. Management should therefore bear in mind, that promotion can serve as a very positive motivating tool in ensuring that the employee attains goals at a higher level.

According to Brown (2007) fairness is equal treatment, receiving the same services and benefits as other people. Fairness means different things to different people, and our view of whether or not something is fair often depends on the circumstances (Klesh, 1979). Competent employees are essential to the success of any organization. An important factor driving satisfaction in the service environment is service quality. One school of thought refers to service quality as a global assessment about a service category or a particular organization (PZB, 1988).

Recently, it was argued that satisfaction is generally viewed as a broader concept and service quality is a component of satisfaction (Zeithaml & Bitner, 2003). This is because satisfaction derives from various sources, such as service encounter satisfaction and overall satisfaction. In other words, a little satisfaction from each service encounter leads to overall satisfaction with the service. Various studies discussed shows that job satisfaction has been studied with relevance to co-worker behavior supervisor behavior, pay and promotion, organizational factors and other work related factors. In some studies the employees were highly satisfied or otherwise.

As suggested by Baloch (2009) there is a constructive association among promotion and satisfaction of job according to numerous researchers. Employees are more motivated and committed to perform a job and also more satisfied if promotion opportunities are available to them. Promotion expectations also effect job satisfaction, workers who believe a promotion is

possible in the next two year report higher job satisfaction. This study found that promotional criteria positively affect employee job satisfaction in the Directorate of Citizenship and Immigration Control in Uganda.

2.4 Summary of Literature review

The review of existing literature showed that work environment, Supervision and promotion criteria affect employee job satisfaction. Many studies have found a number of factors that affect employee job satisfaction, some positively and others are negatively. However there was no evidence to show that an empirical study to explore work environment, supervision and promotion criteria as they relate to job satisfaction in the civil service setting, and, more specifically, in the Directorate of Citizenship and Immigration Control in Uganda. It was against this background that the researcher investigated the factors affecting employee job satisfaction in the Directorate of Citizenship and Immigration Control in Uganda

CHAPTER THREE

METHODOLOGY

3.1 Introduction

In this chapter are the details of the methodology used throughout the research process. In particular, the research design used was specified, the area of study, the population involved, the sampling methods and sample size determination, the research procedure followed, the methods used in collecting data, how data was analysed and presented, validity and reliability and the ethical issues.

3.2 Research Design

The study used a cross sectional survey design. Kumar (2010) defines a cross-sectional design as one which does not involve continuous gathering of data from one respondent. This was appropriate because it helped the researcher to visit respondents at once without repetitively going back to them. This type of design allows one to save time and financial constraints as one can cover a big population within a minimum possible time (Amin 2005). It involved quantitative approach for easy analysis and qualitative approach allowed deeper interaction with the respondents (Amin 2005).

3.3 Population of study

This study had a total population of 167 elements. Of the 167 elements, 1 was the Director, 3 Commissioners, 3 Assistant Commissioners who were purposefully selected as key informants on the subject of study for specific information and 160 Employees of the Directorate of Citizenship

and Immigration Control at Kampala headquarters, Entebbe airport, Malaba Border post, Busia Border post, Jinja and Mbale.

3.4 Determination of Sample size

The sample size was derived using a sample size determined table Krejcie & Morgan,1970) as adapted by (Amin2005).

Table 3.1: Showing Sampling Techniques, Data Collection Methods, and Sample Representations of the Study

NO	Category	Population	Sample	Sampling Technique
1	Director	1	1	Purposive Sampling
2	Commissioners	3	2	Purposive Sampling
3	Assistant Commissioners	3	2	Purposive Sampling
4	Immigration Officers	160	113	Simple Random Sampling
TOTAL		167	118	

Source: Directorate of Citizenship and Immigration Control HR Department (2015)

3.5. Sampling Techniques and procedure

3.5.1. Purposive Sampling

Purposive Sampling was used because it aims at selecting units from the population of interest in order to generalize the results back to the population from which they were chosen (Chakraborty, 2009). The study adopted a purposive technique because the Managers and Supervisors are few and while using purposive sampling techniques the researcher used her own judgment and

common sense regarding the participants from whom information was collected as recommended by Amin (2005), such participants included the Managers and Supervisors at the Directorate of Citizenship and Immigration Control.

3.5.2. Simple Random Sampling

According to Mugenda & Mugenda (1999), Simple random sampling is used in a situation when each respondent has an equal chance of being selected to participate in the study. Simple random sampling was used in the selection of Employees at the Directorate of Citizenship and Immigration Control as respondents.

3.6. Data collection methods

This study involved primary data which was collected both qualitative and quantitative information and a triangulation of both qualitative and quantitative data collection methods was used. This enabled the researcher to get accurate results for the study as the strengths of one method will be complimenting the other (Amin 2005).

3.6.1 Questionnaire Survey

The researcher designed closed ended questionnaires which were sent out to the Employees at the Directorate of Citizenship and Immigration Control as respondents for completion because they were quite many in number (Mugenda & Mugenda, 1999). The questionnaires were in line with the topic and the objectives of the study. The questionnaire was the main data collection method. It was designed to show the key elements of the study variables. The questionnaire was developed

using a five likert scale ranging from strongly agree, Agree, Undecided, disagree and strongly disagree, to help researcher analyze data quantitatively (Mugenda & Mugenda 1999).

3.6.2 Interview

Interview guides with open ended questions was administered to the Managers and Supervisors at the Directorate of Citizenship and Immigration Control because they were quite knowledgeable about what goes on in the Directorate. These were designed according to the theme of the study (Amin 2005).

3.6.3 Documentary Review

This method was used for getting information from secondary data sources from the Human Resource Department records, DCIC reports to provide supplementary reading materials for the study. This method is acknowledged for availing empirical evidences and facts as well as where the study was interested in trends or history over a period of time-like this study needed to (Amin, 2005).

3.7. Data collection instruments

3.7.1 Questionnaire

Self-administered questionnaire was used for the Employees at the Directorate of Citizenship and Immigration Control. Structured Questions arranged per objective were used for Employees because this was the most appropriate instrument for a big sample. The questionnaire used a 5-point Likert scale ranging from 5 (strongly agree) to 1 (strongly disagree), in order to provide consistent responses. The questionnaire was systematically organized to include demographic

characteristics of the respondents, work environment, fringe supervision and promotion criteria and Employee job satisfaction.

3.7.2 Interview Guide

Interview guide was also used for the Managers and Supervisors at the Directorate of Citizenship and Immigration Control in order to obtain in-depth information. Interviews were opted for because such respondents had influence and could easily obtain information and the fact that they were few in number. The interview guide was used because it gives one an opportunity to have an extensive discussion of the study variables with the study respondents hence getting information of value (Barifaijo, Basheka and Oounyu 2010).

3.7.3 Documentary Review Checklist

This was used for getting information and consisted a list of all publications that were reviewed by the researcher ranging from earlier publications, Human Resource Department records, DCIC reports to provide supplementary reading materials for the study reading materials for the study.

3.8 Validity and Reliability

3.8.1 Validity

Validity refers to the appropriateness of an instrument in measuring whatever it is intended to measure (Amin, 2005). To ensure validity the researcher consulted supervisors, constructed data collection instrument and made sure that each item had a link to the objectives of the study and ensure all items covered full range of issues that were measured. Face validity was established where tools and questions were chosen rationally which was appropriate way to find out what was being

measured, content validity focused on the extent to which the contents of an instrument corresponds to contents of the theoretical concept designed to measure (Amin,2005).

The instrument was discussed with the supervisors and later pre-tested using a sample of 5 respondents within the study population but outside the sample who were asked to fill them and later gave comments on their accuracy and clarity, and after pre-testing ambiguous questions was polished.

The researcher used simple language and clear instructions appropriately to the respondents. Questions were rephrased to ensure consistency in respondents of the participants. After the content validity index was computed as shown on table 3.2 below;

Table 3.2 Content Validity index Results

Variable	Total No. of items	No. of items rendered valid	CV
Work Environment	10	9	0.90
Supervision	10	7	0.70
Promotion criteria	7	5	0.714
Employee Job satisfaction	9	8	0.88

Source: Primary data

3.8.2 Reliability of Data Collection Instruments

Reliability is the consistency with which an instrument measures whatever it is intended to measure (Amin, 2005). Reliability of the instruments was established through the use of Cronbach Alpha provided by SPSS. The researcher carried out a pilot study of about 5 questionnaires to employees of the Directorate of Citizenship and Immigration Control. It was from this data that

Cronbach Alpha was computed and the value had to be above 0.7 to consider the instrument reliable (Amin, 2005). The reliability of the qualitative data that was the interview guide was established using peer review and member checking. The reliability test value was analysed by using Cronbach's Alpha reliability coefficient given by the following formula;

$$\alpha = \frac{n}{n-1} \left(1 - \frac{\sum Vi}{V_{test}} \right)$$

Where;

α = Alpha coefficient

n = Number of items in the instrument

\sum = Summation

V_i = Variance of scores on each item

V_{test} = Total variance of overall scores (not %'s) on the entire test

Table 3.3 Reliability Statistics Results

	Cronbach's Alpha	Number of Items
Work Environment	.894	10
Supervision	.745	10
Promotion criteria	.766	7
Employee Job satisfaction	.832	9

Source: Primary data

The reliability statistics shown in table 3.2 reflect high reliability coefficients which indicated that all sub areas had been included in their correct proportions.

3.9 Data Collection Procedure

The researcher submitted her proposal to the School of Civil service, Public Administration and Governance for approval. Upon successful defence of the proposal, the researcher obtained a cover letter from Uganda Management Institute authoring her to conduct the research. She made a prior visit (reconnaissance) so as to ascertain the field conditions. Here she made contact with the respondents especially the key informants. Questionnaires were hand delivered to the respondents assuring them of voluntary, confidentiality and anonymity, completed questionnaires were collected after 5 days. The researcher contacted key informants and provided them with the necessary details of the study seeking their consent to participate in the study and requested for a date on which the interview was conducted. At an agreed time, she went for the actual field data collection after which data was analyzed and finally wrote a report.

3.10 Data Analysis and Presentation

3.10.1 Quantitative data analysis

Mugenda and Mugenda (1999) state that quantitative data is a process and analysed by editing, coding and tabulating it. Questionnaire data was obtained from questionnaires, each questionnaire was given a unique serial number extracting of inertial summaries by data reduction using soft numbers coding by categorizing data. After participants responding to the questionnaire, raw data was cleaned, sorted and entered using a statistical data entry form designed in statistical package for social sciences (SPSS). Measures of central tendency such as mean and standards deviation were used to obtain useful interpretation or information. This tool was user friendly helped researchers to generate frequencies, correlation and regression and helped in interpretation of data (Amin, 2005). The relationship between work environment, Supervision and promotion criteria

and Employee job satisfaction was evaluated using the Pearson's correlation coefficient obtained from SPSS data analysis package. This method was preferred to graphical depictions because it standardises the variables hence change of scale or unit of measurement do not affect its value (Amin, 2005). Regression analysis was also used to establish the relationship between work environment, Supervision and promotion criteria and Employee job satisfaction.

3.10.2 Qualitative data analysis

Qualitative data from the field was sorted, categorized and arranged according to the main themes and sub-themes of study variables. It was finally analysed using the thematic/ themes that were developed on each of the study variables in the conceptual framework. The responses were summarized in a narrative form as a representation of the major findings of the study. The findings were presented objective by objective.

3.11 Measurement of Variables

An ordinal scale was used to measure the variables. This scale provides for variables which generate responses that can be ranked. Since this study used a five point likert scale, the level of agreement could be ranked ranging from strongly disagree as response 1 to strongly agree as response 5 as strongly agree, agree, neither agree nor disagree, disagree, strongly disagree.

3.12 Ethical Aspects to be considered

The researcher paid attention to a number of ethical issues which included; Confidentiality which was ensured by not making it compulsory for the respondents to indicate their names. This also maintained anonymity of the respondents; Representativeness-where the researcher ensured the

sample was big enough; rightful quotation of information sources to avoid plagiarism which was secured through indicating the source of any information to be cited. Respondents were also duly informed about the study and consented prior to participation in the study.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

The study set out to determine the factors affecting employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda. This chapter presents the rate of response,

research findings, analysis and interpretation of findings based on the specific objectives of the study.

4.2. Response rate

The response rate was computed to establish whether it was adequate for the generation of the required data. Out of a sample size of 118 respondents, 99 (84%) managed to respond to the questionnaire instrument and interviews, while 19 respondents, that is, 16% were not in position. This non response may be attributed to factors like failure to get time due to their tight work schedules. According to Amin (2005), a response rate of over 70% in a survey should yield valid findings; therefore a response rate of 84% was adequate to facilitate this study. Therefore, this data can be relied on to give a framework in which conclusions can be inferred.

4.3 Demographic characteristics of respondents

This section presents the sample characteristics of the employees such as their sex, marital status, age, educational level and number of years worked in the Directorate of Citizenship and Immigration Control of Uganda.

Table 4.1: Showing background variable of the respondents

Source: Primary Data

Variable	Categories	Frequency	Percentage
Sex	Male	57	57.9
	Female	41	42.1
Job category	Officer	36	36.8
	Assistant officer	46	46.3
	Other	17	16.9
Age	21-30 years	45	45.3
	31-40 years	39	38.9
	41-50 years	10	10.5
	Above 50 years	5	5.3
Education level	Diploma	5	5.5
	Graduate	70	70.5
	Postgraduate	24	24.2
Years of service	Below 3 years	44	44.2
	4-5 years	10	10.5
	6-10 years	45	45.3

4.3.1 Sex of respondents

Table 4.1 shows that the majority of the respondents, 57(57.9%) were male as opposed to females who were 41(42.1%). This shows that generally, there is a margin between males and females in the Directorate of Citizenship and Immigration Control in Uganda.

4.3.2 Job Category of respondents

Table 4.1 shows that 46(46.3%) of the respondents were assistant officers, 36(36.8%) were officers, and 17(16.9%) were in the other category of general employees. This means that are gender imbalances in the recruitment of employees at DCIC. However the findings on the sex of the respondents indicate fairness in the selection of the sample meaning that these study findings are dependable.

4.3.3 Age of respondents

Table 4.1 above show that majority of the respondents 45(45.3%) were between 21-30 years, followed by 39(38.9%) that were aged 31-40 years; this was followed by 10.5% who were 41-50 years and lastly 5(5.3%) who were above 50 years. This means that the Directorate of Citizenship and Immigration Control had a fairly young, energetic staff and productive and most likely work hard. However this could implies that such a young group of works are to get easily satisfied on job due limited responsibilities. The findings on age also show that the sample was fairly selected to include all characteristics of the population under study.

4.3.4 Education level of respondents

Table 4.1 shows that the majority 70(70.5%) of respondents were graduates in terms of level of education, 24(24.2%) had postgraduate qualifications, while 5(5.3%) of respondents held a diploma as their highest level of education. This means majority of the respondents in the study were highly educated and therefore are presumed to have sufficient knowledge on the factors under study thus this validates the data collected for making logical conclusions and recommendations about the variables studied.

4.3.5 Years of Service of respondents

In this study respondents were asked to indicate the period they had spent serving at the Directorate of Citizenship and Immigration Control of Uganda. Table 4.1 shows that majority, that is, 44(44.2%) of the respondents had spent three years and below serving in the Directorate of Citizenship and Immigration Control of Uganda; 45(45.3%) of had spent between 6-10 years, while 10(10.5%) reported that they had spent between 4-5 years at the Directorate of Citizenship and Immigration Control of Uganda. This means that more than 50% of the respondents worked

at DCIC for than 5 years. Such a finding could imply that majority were sufficiently conversant with the issues affecting employee job satisfaction at DCIC.

4.4 Empirical Findings as per objectives of the study

4.4.1 Employee Job Satisfaction

This section explores findings on Employee Job Satisfaction which was investigated using nine items. These items focused on sense of belonging, career with the Directorate, intentions to quit and employee commitment. Findings on Employee Job Satisfaction are presented in Table 4.2 followed by an analysis and interpretation.

Table 4.2: Showing responses from respondents to statements on Employee Job Satisfaction

Statements on Employee Job Satisfaction	Percentage Response (%)				
	SA	A	UD	D	SD
My organisation has a great deal of personal meaning for me	5% (5)	42% (40)	24% (23)	25% (24)	3% (3)
I feel a strong sense of belonging to the Directorate of Citizenship and Immigration Control	3% (3)	39% (37)	27% (26)	26% (25)	4% (4)
I would be very happy to spend the rest of my career with the Directorate of Citizenship and Immigration Control	4% (4)	50% (47)	22% (21)	21% (20)	3% (3)
I feel that I have too few options to consider leaving my job in at the Directorate of Citizenship and Immigration Control	6% (6)	46% (44)	30% (28)	17% (16)	1% (1)
Right now, staying with the Directorate of Citizenship and Immigration Control is a matter of necessity	11% (10)	48% (46)	19% (18)	21% (20)	1% (1)

I would accept almost any type of assignment in order to keep working for the Directorate of Citizenship and Immigration Control	12% (11)	30% (28)	37% (35)	22% (21)	0% (0)
I am willing to put a great deal of effort beyond that normally expected in order to make the organisation successful	6% (6)	35% (33)	26% (25)	24% (23)	8% (8)
Employees in the Directorate of Citizenship and Immigration Control report regularly for work	4% (4)	26% (25)	31% (29)	25% (24)	14% (13)
Employees in the Directorate of Citizenship and Immigration Control report in time for work	4% (4)	40% (37)	26% (25)	25% (24)	5% (5)

Source: Primary Data

Findings from the table 4.2 above indicate that majority of the respondents 45(47%) agreed that their organisation had a great deal of personal meaning for them while 27(30%) disagreed and only 23(24%) were undecided. This means more than 50% of the respondents did not conform to the notion that their organisation had a great deal of personal meaning for them. Such a situation is likely to bring about poor employee job satisfaction hence low performance results.

It was established that 41(42%) agreed that they felt a strong sense of belonging to the Directorate of Citizenship and Immigration Control yet 29(30%) disagreed with the statement and 26(27%) remained undecided. This as well means more than 50% of the respondents did not agree that they felt a strong sense of belonging to the Directorate of Citizenship and Immigration Control. This to a great extent implies a low level of employee job satisfaction.

The findings further indicated that majority of the respondents 51(54%) agreed that they would be very happy to spend the rest of their career with the Directorate of Citizenship and Immigration Control while 23(24%) disagreed with the statement and 21(22%) were undecided. This implies

that almost only half of the employees are happy about their work. This reflects issues about employee job satisfaction hence likely to affect performance results.

The majority of the respondents 50(52%) agreed that they felt that they had too few options to consider leaving their job in at the Directorate of Citizenship and Immigration Control while 17(18%) disagreed and 28(30%) remained undecided.

The study showed that 56(59%) agreed that at that time, staying with the Directorate of Citizenship and Immigration Control was a matter of necessity, 21(22%) disagreed that staying with the Directorate of Citizenship and Immigration Control was a matter of necessity and only 18(19%) remained undecided. This implies that the DCIC employees are happy about their work. This is likely to bring about high employee job satisfaction hence better performance results.

It was also established that 39(42%) of the respondents agreed with the statement that they would accept almost any type of assignment in order to keep working for the Directorate of Citizenship and Immigration Control while 21(22%) disagreed and 35(37%) were undecided.

The study showed that majority of the respondents 39(41%) agreed with the statement that they were willing to put a great deal of effort beyond that normally expected in order to make the organisation successful, 31(32%) disagreed with the statement while 25(26%) were undecided.

The findings indicated that majority of respondents 29(30%) agreed with the statement that employees in the Directorate of Citizenship and Immigration Control report regularly for work while 37(39%) disagreed and only 29(31%) remained undecided.

Forty one (44%) respondents agreed that employees in the Directorate of Citizenship and Immigration Control report in time for work while 29(30%) disagreed and 25(26%) were

undecided. This means that more than 50% of the respondents reported that most employees in the DCIC do not report in time for work. This is likely to be an indication of job dissatisfaction at the DCIC.

4.4.2 Work Environment and Employee Job Satisfaction in the Directorate of Citizenship and Immigration Control

The views of the respondents were rated on a 5-likert scale as Strongly Agree, Agree, Undecided, Disagree and strongly disagree. In this study, Strongly Agree and Agree were taken to mean Agree and strongly disagree and disagree were taken to mean Disagree. The results were presented in Table 4.3.

Table 4.3: Views on Work Environment

Statements on Work Environment	Percentage Response (%)				
	SA	A	UD	D	SD
I easily get along with my co-workers	1% (1)	19% (18)	18% (17)	47% (45)	15% (14)
I work in a team environment.	3% (3)	24% (23)	22% (21)	42% (40)	8% (8)
My co-workers are never late for work.	15% (14)	58% (55)	21% (20)	6% (6)	0% (0)

I work in an environment where there is cooperation and respect	6% (6)	47% (45)	42% (40)	3% (3)	1% (1)
I am satisfied with the compensation I get & I think it matches with my responsibility.	7% (7)	46% (44)	24% (23)	20% (19)	2% (2)
I am satisfied with various activities in the organization & love participating in them.	6% (6)	47% (45)	32% (30)	13% (12)	2% (2)
I am satisfied with the present working hours.	19% (18)	55% (52)	21% (20)	4% (4)	1% (1)
Our office accommodation is dissent	13% (12)	44% (42)	28% (27)	13% (12)	2% (2)
Our office furniture is in good state and usable	5% (5)	34% (32)	46% (44)	12% (11)	3% (3)
My work environment is free from all forms of pollution	20% (19)	55% (52)	8% (8)	10% (9)	7% (7)

Source: Primary Data

Findings from the table 4.3 above indicate that majority of the respondents 19(20%) agreed that they easily get along with their co-workers while 59(62%) disagreed and only 17(18%) were undecided. This implies that employees do not seem to relate well with each other. This is likely to bring about employee job dissatisfaction that could negatively affect employee performance in the long run due to the unpleasant work environment created by fellow employees.

It was established that 26(27%) agreed that we work in a team environment yet 48(50%) disagreed with the statement and 21(22%) remained undecided. This clearly means that more than half of the respondents said there is no team environment in the DCIC. Such a situation is likely to result into employee job satisfaction.

The findings further indicated that majority of the respondents 69(73%) agreed that their co-workers are never late for work while 6(6%) disagreed to the statement and 20(21%) were undecided. One respondent interviewed said that

“Our staffs try their level best to keep time to work as required by the Public service standing orders especially those working in time sensitive areas like (say at) the airport. Getting there on time is actually a must.”

This could imply that DCIC employees are happy about their work.

The majority of the respondents 51(53%) agreed that they work in an environment where there is cooperation and respect while 4(4%) disagreed and 40(42%) remained undecided.

The study showed that 51(53%) agreed that they were satisfied with the compensation they get & they thought it matched with their responsibility, 21(22%) disagreed to the statement, while 23(24%) remained undecided. This shows that about 46% of respondents were not satisfied with the compensation they get. Such a situation implies a relatively high level of job dissatisfaction at DCIC.

It was also established that 51(53%) of the respondents agreed with the statement that they were satisfied with various activities in the organization & love participating in them while 14(15%) disagreed that they were satisfied with various activities in the organization & love participating in them and 30(32%) were undecided.

The study showed that majority of the respondents 70(74%) agreed with the statement that they were satisfied with the present working hours, 5(5%) disagreed with the statement while 20(21%)

were undecided. This implies that the respondents felt motivated. This is likely to bring about employee job satisfaction in the directorate.

The findings indicated that majority of respondents 54(57%) agreed with the statement that their office accommodation is dissent while 14(15%) disagreed and only 27(28%) remained undecided. This was confirmed by a response from an interview that *“Our offices are at least dissent compared to many other public organizations in this country even though the ambience in some departments is not up to standard.”* This implies that employees are happy about their work environment. This is likely to bring about job satisfaction.

Thirty nine (39%) respondents agreed that their office furniture is in good state and usable while 14(15%) disagreed and 44(46%) were undecided. This implies that the DCIC employees were unhappy about the state of their office furniture. This is likely to bring about employee job dissatisfaction that could result into poor performance results.

The majority of the respondents 71(75%) agreed that their work environment is free from all forms of pollution while 18(17%) disagreed and 8(8%) remained undecided. This was confirmed by a response from an interview that;

“There is fore sure no form of pollution threatening our health at work. That was only long ago when BAT was still operational when our staffs at Jinja road would complain of dust and noise of some kind.”

This implies that employees are happy about their work environment that is free from all forms of pollution. This is likely to bring about employee job satisfaction thus could boost poor performance.

Correlation between Work Environment and Employee Job Satisfaction

There was need to establish whether there was a relationship between Work Environment and Employee Job Satisfaction in the Directorate of Citizenship and Immigration Control. The analysis was done using Pearson product moment correlation coefficient. The results were presented in Table 4.4.

Table 4.4: Correlation Results for Work Environment and Employee Job Satisfaction

		Employee Job Satisfaction	Work Environment
Employee Job Satisfaction	Pearson Correlation	1	.494**
	Sig. (2-tailed)		.000
	N	95	95
Work Environment	Pearson Correlation	.494**	1
	Sig. (2-tailed)	.000	
	N	95	95
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: Primary data

Table 4.4 above shows a positive correlation between Work Environment and Employee Job Satisfaction in the Directorate of Citizenship and Immigration Control. ($r=.494^{**}$ $p < 0.05$). This means that co-workers getting along with each other; having a team environment, instituting an environment of cooperation and respect, and proper work place ambience, other factors remaining constant, is likely to improve on Employee Job Satisfaction by 49.4%. However, this analysis is not conclusive, thus the need to test the hypothesis further.

Testing Hypothesis

Null hypothesis (Ho)

H0: There is no significant relationship between Work Environment and Employee Job Satisfaction.

Alternative hypothesis

HA: There a positive relationship between work Environment and Employee Job Satisfaction.

α = Level of significance, $\alpha = 0.05$

Test is done using coefficient of determination. The result is presented in Table 4.5

Table 4.5 Modal Summary on Work Environment

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.494 ^a	.244	.236		.49795
a. Predictors: (Constant), Work Environment					

Source: Primary Data

Table 4.5 shows that 0.244 or 24.4% of the variation in Employee Job Satisfaction is a result of changes in Work Environment. However, the testing is not conclusive thus the need to run Analysis of variance (ANOVA), as presented in Table 4.6

Table 4.6 Showing Analysis of Variance (ANOVA) results

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.439	1	7.439	30.003	.000 ^a
	Residual	23.059	93	.248		

	Total	30.499	94			
a. Predictors: (Constant), Work Environment						
b. Dependent Variable: Employee Job Satisfaction						
Source: Primary data						

Table 4.6 shows that the relationship between Work Environment and Employee Job Satisfaction was significant (Sig. = 0.000, P =.000 <0.05, F= 30.003). This meant that the model is significant and that the direction of the variable is as expected because its significance value is below 0.05. This led to the acceptance of the alternative hypothesis which states that there is a positive significant relationship between Work Environment and Employee Job Satisfaction in the Directorate of Citizenship and Immigration Control.

4.4.3 Supervision and Employee Job Satisfaction in the Directorate of Citizenship and Immigration Control

The views of the respondents were rated on a 5-likert scale as Strongly Agree, Agree, Undecided, Disagree and strongly disagree. In the presentation of the study results, Strongly Agree and Agree were taken to mean Agree and strongly disagree and disagree were taken to mean Disagree. The results were presented in Table 4.7.

Table 4.7: Views on Supervision

Statements on Supervision	Percentage Response (%)				
	SA	A	N	D	SD
My supervisor cares about my personal needs.	8% (8)	31% (29)	22% (21)	33% (31)	6% (6)

My supervisor praises employee suggestions that aid in solving organizational problems	48% (46)	48% (46)	0% (0)	2% (2)	1% (1)
Supervisors are involved in the daily operations of my department	36% (34)	57% (54)	4% (4)	2% (2)	1% (1)
I am confident in my supervisor	12% (11)	42% (40)	24% (23)	19% (18)	3% (3)
I would be very happy to spend the rest of my career with my current supervisor.	6% (6)	45% (43)	30% (28)	13% (12)	6% (6)
Working with my supervisor has a great deal of personal meaning for me.	22% (21)	54% (51)	20% (19)	4% (4)	0% (0)
My supervisor makes me feel proud of being a member of the department	10% (9)	28% (27)	43% (41)	14% (13)	5% (5)
My supervisor is not present when he/she is needed	11% (10)	58% (55)	25% (24)	4% (4)	2% (2)
My supervisor rewards performance when his/her expectations are fulfilled	7% (7)	42% (40)	44% (42)	4% (4)	2% (2)
My supervisor will provide a new thinking approach for my difficult problem	6% (6)	56% (53)	32% (30)	6% (6)	0% (0)

Source: Primary Data

Findings from the table 4.7 above indicate that most of the respondents 37(39%) agreed that their supervisor cares about their personal needs, while 37(39%) disagreed and only 21(22%) were undecided. This implies that majority seemed not to disagree that supervisors care about their personal needs. Such findings point to a situation of job dissatisfaction.

It was established that 92(96%) agreed that their supervisor praises employee suggestions that aid in solving organizational problems, yet 2(2%) disagreed with the statement and 1(1%) remained undecided. This implies that managers in this organization were doing a great deal in ensuring that their subordinates are comfortable. This is likely to result into job satisfaction.

The findings further indicated that majority of the respondents 88(93%) agreed that Supervisors are involved in the daily operations of my department while 3(3%) disagreed with the statement.

This was confirmed by one respondent interviewed who said that;

“The atmosphere created and provided by my manager makes me love working in this department and I feel really motivated.” This implies that they felt motivated thus presence of job satisfaction.

The majority of the respondents 51(54%) agreed that they are confident in their supervisor while 21(22%) disagreed and 23(24%) remained undecided. This is likely to result into employee satisfaction in the Directorate of Citizenship and Immigration Control.

It was also established that 49(51%) of the respondents agreed with the statement that they would be very happy to spend the rest of their career with their current supervisor, while 19(18%) disagreed and 28(30%) were undecided. This implies that most employees at DCIC are happy to spend the rest of their career with their current supervisor. This is likely to bring about better job satisfaction.

The study showed that 72(76%) of the respondents agreed with the statement that working with their supervisor has a great deal of personal meaning for them, 4(4%) disagreed with the statement while 19(20%) were undecided. This was confirmed by a response from an interview that *“There is team work at our place of work. Our supervisors assist whenever there is a problem or a challenge until a solution is got.”* This implies that employees seem to be emotionally attached to their supervisors. This is likely to bring about employee job satisfaction which could affect performance results positively.

The findings indicated that majority of respondents 36(38%) agreed with the statement that their supervisor makes them feel proud of being a member of the department while 18(19%) disagreed

and only 41(43%) remained undecided. This implies that most DCIC employees were not proud of their departments.

Sixty five (69%) respondents agreed that their supervisor is not present when he/she is needed while 6(6%) disagreed and 24(25%) were undecided. This means that in some departments, managers were not always available which is likely to result into job dissatisfaction.

The majority of the respondents 47(49%) agreed that their supervisor rewards performance when his/her expectations are fulfilled while 6(6%) disagreed and 42(44%) remained undecided. The findings indicated 59(62%) of the respondents agreed with the statement that their supervisor will provide a new thinking approach for their difficult problem while 6(6%) disagreed and only 30(32%) remained undecided. This means that majority of the respondents trusted their managers' innovativeness thus likely to lead to job satisfaction.

Correlation between Supervision and Employee Job Satisfaction

There was need to establish whether there was a relationship between Supervision and Employee Job Satisfaction. The analysis was done using Pearson product moment correlation coefficient. The results were presented in Table 4.8

Table 4.8: Correlation Results for Supervision and Employee Job Satisfaction

		Employee Job Satisfaction	Supervision
Employee Job Satisfaction	Pearson Correlation	1	.502**
	Sig. (2-tailed)		.000
	N	95	95

Supervision	Pearson Correlation	.502**	1
	Sig. (2-tailed)	.000	
	N	95	95
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: Primary data

Table 4.8 above shows a moderate positive correlation between Supervision and Employee Job Satisfaction in the Directorate of Citizenship and Immigration Control ($r=.502^{**}$ $p < 0.05$). This means that supervisors care about supervisee’s personal needs; supervisors rewarding employees who solve organizational problems, supervision focusing on employee career development, and supervisors rewarding performance when their expectations are fulfilled, other factors remaining constant, is likely to improve on Employee Job Satisfaction by 50.2%. However, the researcher needed to test the hypothesis further in order to confirm the correlation finding.

Testing Hypothesis

Null hypothesis (Ho)

H0: There is no significant relationship between supervision and Employee Job Satisfaction.

Alternative hypothesis

HA: There a positive relationship between work supervision and Employee Job Satisfaction.

α = Level of significance, $\alpha = 0.05$

Test is done using coefficient of determination. The result is presented in Table 4.9

Table 4.9: Modal Summary on Supervision and Employee Job Satisfaction

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.502 ^a	.252	.244		.49513
a. Predictors: (Constant), Supervision					

Source: Primary Data

Table 4.9 shows that 0.244 (adjusted R Square) or 24.4% of the variation in Employee Job Satisfaction is a result of changes in Supervision. Further, the researcher computed the Analysis of Variance (ANOVA) results, so as to ascertain whether there was a relationship between Supervision and Employee Job Satisfaction, as presented in Table 4.12.

Table 4.10 Showing Analysis of Variance (ANOVA) results

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.700	1	7.700	31.407	.000 ^a
	Residual	22.799	93	.245		
	Total	30.499	94			
a. Predictors: (Constant), Supervision						
b. Dependent Variable: Employee Job Satisfaction						

Source: Primary data

Table 4.10 shows that the relationship between Supervision and Employee Job Satisfaction was significant (Sig. = 0.000, P =.000 <0.05, F= 31.407). This meant that the model is significant and that the direction of the variable is as expected because its significance value is below 0.05. This led to the acceptance of the alternative hypothesis which states that there is a positive significant relationship between Supervision and Employee Job Satisfaction in the Directorate of Citizenship and Immigration Control.

4.4.4 Promotion criteria and Employee Job Satisfaction in the Directorate of Citizenship and Immigration Control

The purpose of this objective was to find out the extent to which Promotion criteria affects Employee Job Satisfaction in the Directorate of Citizenship and Immigration Control. The views of the respondents were rated on a 5-likert scale as Strongly Agree, Agree, Undecided, Disagree and strongly disagree. In this study, Strongly Agree and Agree were taken to mean Agree and

strongly disagree and disagree were taken to mean Disagree. The results were presented in Table 4.11.

Table 4.11: Views on Promotion criteria

Statements on Promotion criteria	Percentage Response (%)					Mean	Std dev
	SA	A	UD	D	SD		
The promotional system in the Directorate of Citizenship and Immigration Control is fair	15% (14)	41% (39)	33% (31)	10% (9)	2% (2)	3.57	.930
Every employee's salary in the Directorate of Citizenship and Immigration Control is at par with their position	16% (15)	54% (51)	24% (23)	5% (5)	1% (1)	3.77	.809
Every employee's salary in the Directorate of Citizenship and Immigration Control is at par with their skills and knowledge	13% (12)	38% (36)	31% (29)	17% (16)	2% (2)	3.40	.976
There is recognition for work done in the Directorate of Citizenship and Immigration Control	8% (8)	39% (37)	28% (27)	17% (16)	7% (7)	3.24	1.069
Promotion rules and procedures are flexible in the Directorate of Citizenship and Immigration Control	10% (9)	24% (23)	13% (12)	34% (32)	20% (19)	2.69	1.297
I have prospects for promotion and upward movement in the Directorate of Citizenship and Immigration Control	7% (7)	43% (41)	40% (38)	10% (9)	0% (0)	3.48	.770
There are equal opportunities for growth despite being male or female in the Directorate of Citizenship and Immigration Control	7% (7)	44% (42)	31% (29)	17% (16)	1% (1)	3.40	.892

Source: Primary Data

Findings from the table 4.11 above indicate that majority of the respondents 53(56%) agreed that the promotional system in the Directorate of Citizenship and Immigration Control is fair while 11(12%) disagreed and 31(33%) were undecided. This was confirmed by one respondent interviewed who said that;

“There promotional systems actually fair because it is manned by the ministry of Public service just as the case is in all government departments and ministries.”

It was established that 66(70%) agreed that every employee’s salary in the Directorate of Citizenship and Immigration Control is at par with their position yet 6(6%) disagreed with the statement and 23(24%) remained undecided. This implies that the employees are happy about the salary determination criteria. This is likely to bring about high employee job satisfaction hence better performance results.

The findings further indicated that 48(50%) of the respondents agreed that every employee’s salary in the Directorate of Citizenship and Immigration Control is at par with their skills and knowledge while 18(19%) disagreed with the statement and 29(31%) were undecided. On clear observation, about 50% of the respondents did not seem to agree. This implies that in some departments employee salary is not at par with their skills and knowledge which is likely to lead to job dissatisfaction.

The majority of the respondents 45(47%) agreed that there is recognition for work done in the Directorate of Citizenship and Immigration Control while 23(24%) disagreed and 27(28%) remained undecided. This implies that in some departments there is no recognition for work done which is likely to lead to job dissatisfaction.

The study showed that 32(34%) agreed that promotion rules and procedures are flexible in the Directorate of Citizenship and Immigration Control, 51(54%) disagreed and only 12(13%) remained undecided. One respondent interviewed said that;

“Promotion is done by the ministry of Public service just as the case is in all government departments and ministries so it is very difficult to change things here the directorate.”

This implies that promotion rules and procedures are not flexible which is likely to lead to job dissatisfaction.

It was also established that 48(50%) of the respondents agreed that they had prospects for promotion and upward movement in the Directorate of Citizenship and Immigration Control while 9(10%) disagreed whether they had prospects for promotion and upward movement in the Directorate and 38(40%) were undecided.

The study showed that majority of the respondents 49(51%) agreed with the statement that there were equal opportunities for growth despite being male or female in the Directorate of Citizenship and Immigration Control, 17(18%) disagreed with the statement while 29(31%) were undecided. This implies that in some departments there are no equal opportunities for growth for males and females which is likely to lead to job dissatisfaction.

Correlation between Promotion criteria and Employee Job Satisfaction

There was need to establish whether there was a relationship between Promotion criteria and Employee Job Satisfaction. The analysis was done using Pearson product moment correlation coefficient. The results were presented in Table 4.12.

Table 4.12: Correlation Results for Promotion criteria and Employee Job Satisfaction

		Employee Job Satisfaction	Promotion criteria
Employee Job Satisfaction	Pearson Correlation	1	.011
	Sig. (2-tailed)		.917
	N	95	95
Promotion criteria	Pearson Correlation	.011	1
	Sig. (2-tailed)	.917	
	N	95	95
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: Primary data

Table 4.12 above shows a weak positive though not a statistically significant correlation between Promotion criteria and Employee Job Satisfaction in the Directorate of Citizenship and Immigration Control ($r=.011$ $p > 0.05$). This means that possession of a fair promotional system; maintaining employee’s salary at par with their position, maintaining employee’s salary at par with their skills and knowledge, recognition of employees for work done and maintaining equal opportunities for growth despite being male or female, other factors remaining constant is not likely to significantly improve on Employee Job Satisfaction. In order to test the hypothesis further, regression modal summary results were computed, as illustrated in Table 4.14.

Testing Hypothesis

Null hypothesis (Ho)

H0: There is no relationship between Promotion criteria and Employee Job Satisfaction.

Alternative hypothesis

HA: There a positive relationship between Promotion criteria and Employee Job Satisfaction.

α = Level of significance, $\alpha = 0.05$

Test is done using coefficient of determination. The result is presented in Table 4.13

Table 4.13 Modal Summary on Promotion criteria and Employee Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.011 ^a	.000	-.011	.57263

a. Predictors: (Constant), Promotion criteria

Source: Primary Data

Table 4.13 shows that -01.1% of the variation in Employee Job Satisfaction is a result of changes in Promotion criteria. This indicates a very insignificant effect. Further analysis was done by computing the Analysis of Variance (ANOVA) as presented in Table 4.14.

Table 4.14 Showing Analysis of Variance (ANOVA) results

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.004	1	.004	.011	.917 ^a
	Residual	30.495	93	.328		
	Total	30.499	94			

a. Predictors: (Constant), Promotion criteria
b. Dependent Variable: Employee Job Satisfaction

Source: Primary Data

Table 4.14 shows that the relationship between Promotion criteria and evaluation and Employee Job Satisfaction was positive even though scientifically not significant (Sig. = 0.917, P =.000 <0.05, F= .011). This meant that the model is not significant because its significance value is above 0.05. Therefore, the alternative hypothesis which states that there is a positive relationship between

Promotion criteria and Promotion criteria and Employee Job Satisfaction in the Directorate of Citizenship and Immigration Control was accepted.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study investigated the factors affecting employee job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda. The previous chapter was concerned with analyzing, presenting and interpreting data got from employees from the Directorate of Citizenship and Immigration Control of Uganda. This chapter presents the summary, discussion, conclusions and recommendations according to the three specific objectives of the study.

5.2 Summary

This section presents the summary of findings in line with the specific objectives of the study.

5.2.1 Work Environment and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda

The study findings revealed that there was a moderate positive significant relationship between Work Environment and Employee Job satisfaction ($r=.494^{**}$ $p < 0.05$). This study found that co-workers getting along with each other; having a team environment, instituting an environment of cooperation and respect, and proper work place ambience, other factors remaining constant, are likely to improve Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda.

5.2.2 Supervision and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda

The study findings revealed that there was a moderate positive significant relationship between Supervision and Employee Job satisfaction ($r=.502^{**}$ $p < 0.05$). This meant that; supervisors caring about supervisee's personal needs; supervisors rewarding employees who solve organizational problems, supervision focusing on employee career development, and supervisors rewarding performance when their expectations are fulfilled, other factors remaining constant, are likely to improve Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda.

5.2.3 Promotion Criteria and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda

The study findings revealed that there was a weak and insignificant positive relationship between Promotion Criteria and Employee Job satisfaction ($r=.011$ $p > 0.05$). This study found that possession of a fair promotional system; maintaining employee's salary at par with their position, maintaining employee's salary at par with their skills and knowledge, recognition of employees for work done and maintaining equal opportunities for growth despite being male or female, among other factors, were not likely to significantly improve Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda.

5.3 Discussion

5.3.1 Work Environment and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda

This revealed a moderate positive significant relationship between Work Environment and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda. Such findings are in agreement with the views held by Lambert (2003) and Ngo, Foley and Loi (2005) who opined that stressful work conditions have been found to negatively affect job satisfaction and organisational commitment and increase propensity to turnover. The findings seem to agree with Yousef (1998) who stressed the importance of job security in enhancing employee job satisfaction.

Further, the findings are supported by Buitendach & De Witte (2005) and Cully *et al.* (2009) who found that changes in working life have caused feelings of insecurity regarding the nature and future existence of their jobs, leading to negative employee work attitudes, increased job dissatisfaction, low organisational commitment and increased withdrawal behaviour. In essence this implies that work environment a key factor to consider in improving employee job satisfaction. Yousef (1998), in support of these findings, further wrote that Employees who are assured of employment security may develop commitment and be satisfied with their jobs because of the longevity of the employment relationship. This implies that once job security is guaranteed, it is likely increase employee job satisfaction since Employees who are provided with job security will expend extra effort and are likely to develop stronger identification with the values and goals of the organisations (Yousef, 1998).

These study findings revealed that co-workers getting along with each other; having a team environment, instituting an environment of cooperation and respect, and proper work place

ambience, other factors remaining constant, are likely to improve Employee Job satisfaction, these seem to concur with the views held by Smith (2002) who found that people respond unfavourably to restrictive work environments so it is imperative for organizations to create a working environment that gives employees the ability and freedom to think, engaging and motivating the workforce to reach a higher level of job satisfaction. While Ayers (2005) and Robbins (2003) suggested that the work environment should motivate employees to perform at their best and show commitment to the organization, enhancing work conditions to support the organization's mission and thus impacting on job satisfaction.

5.3.2 Supervision and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda

This study revealed a moderate positive relationship between Supervision and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda. These findings are supported by Brown (2008) who found been a huge outcry from educators of the poor supervision in the education sector and as a result many staff complained that their seniors lack human relations and supervisory skills, that there were tremendous amount of favouritism and inequities at management level. This means that if workers view their superiors as unfair and incompetent and not sincere, the level of job satisfaction will be low.

Baron and Greenberg (2003) seem to concur with this very study when they opine that those workers that perceive their employers as unfair, incompetent and selfish will therefore experience a lower level of job satisfaction.

In line with the findings of this present study, Hussami (2008) concludes that employees want supervisors who have a bond with them and who trust them, understand them and show fairness. If the supervisor is abusive the worker is left with no choice but to be dissatisfied with their job.

This study found that supervisors caring about supervisee's personal needs; supervisors rewarding employees who solve organizational problems, supervision focusing on employee career development, and supervisors rewarding performance when their expectations are fulfilled, other factors remaining constant, are likely to improve Employee Job satisfaction. Such findings are agreement with Williams (2004) who found that supervisors play such an important role in jobs that it would not be wrong to say that employees leave their bosses, not their jobs.

5.3.3 Promotion Criteria and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda

This study revealed a weak positive relationship between Promotion Criteria and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda. Following analysis of the results, it was found out that Promotion Criteria affects Employee Job satisfaction, although not so significantly.

These findings are supported by Arnold and Feldman (2006) who observed; that the level of promotion has a stronger impact on job satisfaction as compared to recognition and achievement. Arnold and Feldman (2006) found that the promotion to the next level will result in positive changes such as pay, autonomy and supervision.

This study revealed that possession of a fair promotional system; maintaining employee's salary at par with their position, maintaining employee's salary at par with their skills and knowledge,

recognition of employees for work done and maintaining equal opportunities for growth despite being male or female, among other factors, were not likely to significantly improve Employee Job satisfaction. Such findings seem to concur with the views held by Locke (1976) advocates that the wish to be promoted stems from the desire for psychological growth, the desire for justice and the desire for social status. Management should therefore bear in mind, that promotion can serve as a very positive motivating tool in ensuring that the employee attains goals at a higher level.

In line with such findings Baloch (2009) suggested that there is a constructive association among promotion and satisfaction of job. Baloch (2009) found that employees are more motivated and committed to perform a job and also more satisfied if promotion opportunities are available to them.

However, on the contrary to the study findings, a study by Hoy and Miskel (2001) suggested that those top achievers promoted too quickly can result in dissatisfaction amongst loyal, intelligent but less creative senior workers.

5.4 Conclusions

The following conclusions were drawn from the study findings

5.4.1 Work Environment and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda

There is a moderate positive relationship between Work Environment and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda whereby a change in Work Environment was related to a considerable change in Employee Job satisfaction where improved Work Environment was related to increased Employee Job satisfaction, and vice

versa. Basing on of the findings of the study, it can be concluded that Work Environment affects a number of outputs in the DCIC therefore co-workers getting along with each other; having a team environment, instituting an environment of cooperation and respect, and proper work place ambience cultivates a sense of belonging among employees thus improving employee job satisfaction.

5.4.2 Supervision and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda

There is a moderate positive relationship between Supervision and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda whereby a change in Supervision was related to a considerable change in Employee Job satisfaction where improved Supervision was related to increased Employee Job satisfaction, and vice versa. Basing on of the findings of the study, it can be concluded that Supervision affects a number of outputs in the DCIC therefore supervisors caring about supervisee's personal needs; supervisors rewarding employees who solve organizational problems, supervision focusing on employee career development, and supervisors rewarding performance when their expectations are fulfilled cultivates a proper work relationship between senior and junior employees thus improving employee job satisfaction.

5.4.3 Promotion Criteria and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda

There is a weak positive relationship between Promotion Criteria and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda whereby a change in Promotion Criteria was related to a considerable change in Employee Job satisfaction where improved Promotion Criteria was related to increased Employee Job satisfaction, and vice versa. Basing on of the findings of the study, it can be concluded that Promotion Criteria affects a number

of outputs in the DCIC therefore possession of a fair promotional system; maintaining employee's salary at par with their position, maintaining employee's salary at par with their skills and knowledge, recognition of employees for work done and maintaining equal opportunities for growth despite being male or female cultivates a fair work environment thus improving employee job satisfaction.

5.5 Recommendations

5.5.1 Work Environment and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda

Basing on the above findings, The Ministry of Internal Affairs should develop a strategy to improve staff welfare and working conditions so as to improve on their efficiency in performing their duties.

DCIC management should create favourable work conditions in the organisation by guiding the employee to communicate effectively, build a good interpersonal environment within the company, in order to create good work conditions.

DCIC should improve the overall salary packages of employees; on the other hand, two shifts or three shifts is a way to reduce the workload of employees.

DCIC should provide necessary education, training and coaching that increases employees skills and shows the employee that DCIC management are interested in their success and readiness for new responsibility.

DCIC management should invest in employees by making sure their tools and equipments don't keep them from being successful by giving them the very best tools to deliver the very best

performance to the company, customers and the marketplace. DCIC management should build occupational health and safety program.

5.5.2 Supervision and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda

Basing on the above findings, Supervisors are critical in orchestrating the effective implementation of a social services organization's mission and goals. Using the various supervisory skills, supervisors should function as “cross-trainers,” spanning across several levels of the organization: up, down, and across the organization working with those within and with those outside of the organization.

Supervisors in DCIC need to know how to use their knowledge of this culture, to both mediate between the organization and the direct staff and to mediate between individual direct-line staff and their workgroup in order to empower the staff members to sustain effectiveness in service delivery.

The methods used by the DCIC managers to supervise other employees should be clear in order not to raise misunderstandings and suspicion within employees.

DCIC management should focus on making proper communication channel, good and supportive relationship with coworkers and with supervisor. Employee satisfaction can be increased by demonstrating respect for everyone in the organization or company.

5.5.3 Promotion Criteria and Employee Job satisfaction in the Directorate of Citizenship and Immigration Control of Uganda

Basing on the above findings, The Ministry of Internal Affairs should implement its reward strategy whereby the best performing regions/districts or individual staff are recognized and rewarded to increase institutional and staff motivation and commitment at workplaces.

To improve fairness DCIC should create a scientific performance appraisal system in the organization. Utilize the other developed countries' scientific performance systems, and use these systems to evaluate employee work performance and evaluate employee service quality.

DCIC management should ensure rightsizing strategy within the organization where they have shortage of employees and train-up them appropriately for future positions.

DCIC management should develop programs to promote all titles in the organization and build programs for career development of each title. DCIC management should give opportunity to every employee for using their abilities, skills and creativeness.

5.6 Areas for further research

Researcher suggests that the future study can increase expand range of study to other government agencies. This is to reveal different perception of employees towards aspects such as management, welfare, etc. The researcher also suggests comparing the administrative and non-administrative employees. This is because the large sample size of respondents can identify accurate data in the research. Therefore, increasing sampling sizes in future study is required to eliminate error.

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APPENDICES

APPENDIX A: Questionnaire

Dear Respondent, this questionnaire is intended to facilitate a study on Factors affecting employee job satisfaction in the Directorate of Citizenship and Immigration Control. I request you to please spare a few minutes of your valuable time and fill it. The information you provide will be treated with confidentiality and shall be used for research purposes only. You may not put your name on the questionnaire.

Yours faithfully

Ms. Gloria Batera

Uganda Management Institute

SECTION: A

BACKGROUND INFORMATION OF THE RESPONDENT

Please fill and tick (√) where most appropriate

1. Sex

Male

Female

2. Job Category

Officer

Assistant Officer

Other employee (Specify).....

3. Age of Respondent

21 -30 years

31-40 years

41-50 years

above 50 years

4. Educational level

- O level
- A level
- Diploma
- Graduate
- Post graduate
- Other (Specify).....

5. Years of Service

- Below 3 years
- 4 – 5 years
- 6-10 years
- Above 10 years

Section B:

Please use the rating scale 1-5 as provided below to select an option that you most agree with on each of the aspects. Tick (√) the appropriate number.

1. Strongly disagree 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly agree,

Employee Job satisfaction in the Directorate of Citizenship and Immigration Control

		1	2	3	4	5
		SD	D	N	A	SA
1	My organisation has a great deal of personal meaning for me					
2	I feel a strong sense of belonging to the Directorate of Citizenship and Immigration Control					
3	I would be very happy to spend the rest of my career with the Directorate of Citizenship and Immigration Control					

4	I feel that I have too few options to consider leaving my job in at the Directorate of Citizenship and Immigration Control					
5	Right now, staying with the Directorate of Citizenship and Immigration Control is a matter of necessity					
6	I would accept almost any type of assignment in order to keep working for the Directorate of Citizenship and Immigration Control					
7	I am willing to put a great deal of effort beyond that normally expected in order to make the organisation successful					
8	Employees in the Directorate of Citizenship and Immigration Control report regularly for work					
9	Employees in the Directorate of Citizenship and Immigration Control report in time for work					

1. To find out how Work Environment affects Employee Job Satisfaction in the Directorate of Citizenship and Immigration Control

		1	2	3	4	5
		SD	D	N	A	SA
1	I easily get along with my co-workers					
2	I work in a team environment.					
3	My co-workers are never late for work.					
4	I work in an environment where there is cooperation and respect					
5	I am satisfied with the compensation I get & I think it matches with my responsibility.					

6	I am satisfied with various activities in the organization & love participating in them.					
7	I am satisfied with the present working hours.					
8	Our office accommodation is dissent					
9	Our office furniture is in good state and usable					
10	My work environment is free from all forms of pollution					

2. To establish how the Supervision affects employee job satisfaction in the Directorate of Citizenship and Immigration Control

		1	2	3	4	5
		SD	D	N	A	SA
1	My supervisor cares about my personal needs.					
2	My supervisor praises employee suggestions that aid in solving organizational problems					
3	Supervisors are involved in the daily operations of my department					
4	I am confident in my supervisor					
5	I would be very happy to spend the rest of my career with my current supervisor.					
6	Working with my supervisor has a great deal of personal meaning for me.					
7	My supervisor makes me feel proud of being a member of the department					

8	My supervisor is not present when he/she is needed					
9	My supervisor rewards performance when his/her expectations are fulfilled					
10	My supervisor will provide a new thinking approach for my difficult problem					

3. To examine the extent to which Promotion criteria affects employee job satisfaction in the Directorate of Citizenship and Immigration Control

	Promotion criteria	1	2	3	4	5
		SD	D	N	A	SA
1	The promotional system in the Directorate of Citizenship and Immigration Control is fair					
2	Every employee's salary in the Directorate of Citizenship and Immigration Control is at par with their position					
3	Every employee's salary in the Directorate of Citizenship and Immigration Control is at par with their skills and knowledge					
4	There is recognition for work done in the Directorate of Citizenship and Immigration Control					
5	Promotion rules and procedures are flexible in the Directorate of Citizenship and Immigration Control					
6	I have prospects for promotion and upward movement in the Directorate of Citizenship and Immigration Control					
7	There are equal opportunities for growth despite being male or female in the Directorate of Citizenship and Immigration Control					

Thank for your cooperation

APPENDIX B: Interview guide

Please answer the following statements as practiced by you

1. What factors do you consider to affect employee job satisfaction?
2. What do you understand by the term work environment?
3. (a) Is Job satisfaction based on work environment?
(b) Briefly explain?
4. How does work environment influence Job satisfaction in the Directorate of Citizenship and Immigration Control?
5. What do you understand by the term supervision?
6. How does supervision influence Job satisfaction in the Directorate of Citizenship and Immigration Control?
7. What do you understand by the term promotional criteria?
8. Do you think promotional criteria affects employee job satisfaction in the Directorate of Citizenship and Immigration Control?
9. How would you know that the employee is satisfied with his/her job?
10. What are the indicators of employee job dissatisfaction?

Thank you for your cooperation