

Job Satisfaction and Employee Performance at Electoral Commission in Uganda

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Abstract

The study examined the factors that influence job satisfaction on employee performance at the Electoral Commission. The objectives of the study were: To examine how leadership style influences employee performance; to find out how monetary and non-monetary reward system influence employee performance; and to find out how working environment affects employee performance. The study applied cross-sectional research design; the target sample was 100 respondents but data were collected from 89 respondents indicating response rate of 89% using questionnaires and few interview guides. Simple random sampling and purposive sampling were used.

Findings revealed that there was a positive relationship ($r=0.256$, $sig=0.016$) between leadership style and employee performance; a negative correlation ($r=-0.209$, $sig=0.05$) on monetary and non-monetary reward systems and employee Performance; and a significant positive correlation ($r=0.535$, $sig=0.02$) between working environment and employee performance. Therefore the study concluded that, leadership style and working environment positively affected employee performance; while monetary and non-monetary reward systems negatively affected employee performance. The study recommended that, Commission should do an assessment to identify performance gaps, enhance democratic practices; have a clear promotion policy, rewarding performance to be transparent and fair; and provides working environment that achieves organization and employee's goals.

Key Words; Job Satisfaction; Employee Performance; Electoral Commission; Employee; Performance; Uganda

1.0. Introduction

This study investigated the influence of job satisfaction on employee performance at the Electoral Commission in Uganda. The independent variable was 'job satisfaction' and the dependent variable was 'employee performance'. The dimensions which the study considered under the independent variable were leadership styles, reward system and working environment while the dimensions under the dependent variable was; productivity, effectiveness, efficiency and quality.

Globally, many organizations face challenges in accurately measuring job satisfaction, as the definition of satisfaction can differ among various people within an organization. The organizational influence is the main factor in employee motivation and job satisfaction (Emmens, B, et al, 2006). Therefore, job satisfaction is considered an important component in Human Resource Management (HRM) which is a system of activities and strategies that focus on successful management of employees at all levels of an organization to achieve organizational goals. The assessment of job satisfaction through anonymous employee surveys became commonplace in the 1930s. Before that time, only a handful of studies were published on job satisfaction. Uhrbrock (1934) was one of the first psychologists to use the newly developed attitude measurement techniques to assess factory worker attitudes. In 1935, Hoppock conducted a study that focused explicitly on job satisfaction that is affected by both the nature of the job and relationships with co-workers and supervisors.

Earlier studies on employee job satisfaction mainly focused on the factors that contribute to its attainment but not much analysis on its impact towards performance was made (Dinler, 2008). A number of studies on job satisfaction have been carried out over the years, however they are largely based on the western organizations and very few have been done in African companies. An example of such studies is one carried out by Grant, Fried, & Juillerat in 2010 on bankers in the UK. In Malaysia, no much empirical research has been done on job satisfaction but it is getting more attention by the managers. However, it is noted that, managers in Malaysia are increasingly aware of the issue of job satisfaction due to two reasons. One of the reasons is that the managers believe that they have the moral responsibility to provide a satisfying work environment for their employees. The other reason is that they believe that the workers who have a high job satisfaction will be able to positively contribute to the company. These show that the employees' job satisfaction is important because it can have a direct impact towards a company's performance. Ramayah, et al. (2001)

In 1990, Uganda Government ushered into the economy liberal reforms to privatize and commercialize service delivery. That was the period when most NGOs and CBO were established. However with economic slump across the globe many institutions have tended to get their aspirations dissatisfied or stifled as the donor world resorted to repair domestic and address their own social and economic problems such as unemployment, David Court (1999). In the context of public sector, according to BMAU report (2015), most public sector management in Uganda is still faced with issues. Building a better public sector depends on motivation of staff, adequate administrative and institutional capacity, transformation of the public service work culture and attitude. Adopting a culture of innovation and benchmarking best practices can improve the efficiency and effectiveness of public service delivery.

Finally, job satisfaction in Uganda is being focused on industrial sectors with limited emphasis on public sector. Because of the need to boost performance and productivity among public sector organizations, it is vital to explore antecedents of job satisfaction and

develop strategies on how job satisfaction of public servants can be improved. (esid Briefing No. 23 - www.effective-states.org)

One of the goals of fostering success at Commission's such as the Electoral Commission, is to reveal the significance of job satisfaction on employee performance and how best that consequence can be enhanced. Due to the growing dynamics of governance, there has been a remarkable increase in the peoples' demands, both local and international. The general trend of events could be pointers of performance among the Electoral Commission staff mapped by its staff satisfaction and motivation. Despite this growth, low levels of staff performance have been and continue to be one of the characteristics among staff at the Electoral Commission and given the demand exposed to the national and international demands. This study specifically wishes to determine the contribution of job satisfaction (the Independent variable) and employee performance (Dependent variable) at Electoral Commission.

2.0 Literature Review

2.1 Effect of leadership style on employee performance

The importance of leadership style in organizational administration cannot be over-looked given the background that it determines the extent to which an organization goal and objectives can be achieved. The leadership style adopted by the leader often determines the perception which the employees will have about him/her. For instance, Olaleye (2008) contends that leadership style of the leaders, either male or female, contributes to a range of perception which the staff have about their leader. Research on leadership style has for long been of interest to leaders and evaluation experts. To some authorities, leadership style is important because it directly affects the organizational culture.

Scholars Lewin, Lippit and White (1939) made a significant effort to identify different leadership styles. Although later research identified more specific leadership styles, those early studies turn out to be very influential and established three major leadership styles:

1) Authoritarian Leadership (Autocratic): An autocratic leader is likely to provide clear expectations for what needs to be done, when it should be done, and how it should be done. There is also a clear division between the leader and the followers. Authoritarian leaders make decisions independently with little or no input from the rest of the group. Authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group. Abuse of this style is usually viewed as controlling, bossy, and dictatorial.

2) Participative Leadership (Democratic): The democratic leadership style has been found to be the most effective in the frame of Lewin's studies. A democratic leader usually offers guidance to group members and is likely to participate in the group and allow input from other group members. Participative leaders encourage group members to participate, but retain the final say over the decision-making process. Group members feel engaged in the process and are more motivated and creative. In Lewin's studies, members of this group were less productive than the members of the authoritarian group, but their contributions were of a much higher quality.

3) Delegative Leadership (Laissez-Faire): This type of leadership is considered to be the least productive. Members of this group are likely to make more demands on their leader, show little cooperation and be unable to work. Delegative leaders offer little or no guidance to group members and leave decision-making up to group members. While this style can be effective in situations where group members are highly qualified in an area of expertise, it often leads to poorly defined roles and a lack of motivation.

Furthermore, Bass (1985) suggested a distinction between transformational and transactional leadership styles.

In particular, transformational leaders motivate their subordinates to perform at a higher level by inspiring their followers, offering intellectual challenges, paying attention to individual developmental needs and therefore leading followers to transcend their own self-interest for a higher collective purpose, mission or vision. Transactional leaders, on the other hand, engage in a process of negotiation, offering subordinates rewards in exchange for the attainment of specific *goals* and completion of agreed-upon tasks.

Transactional leadership is characterized by focus on specific goals and agreed-upon rewards, which are considered to be quite effective, while transformational leadership aims to promote subordinates' feeling of pride to be working with a specific supervisor, which has been shown to exert an augmentation effect that is to add to the levels of productivity, satisfaction and effectiveness (Bass, 1985).

However, two more leadership styles were suggested by Holdday& Combs (1993), who describe leadership in the frame of communication competence, based on the fact that leadership appears to be enacted through communication in a way that it contains a relational (affective) and task (content) component. More specifically, communication shapes the perceptions of a leader's charisma and it can be divided into the content of the leader's messages and the presentation of those messages. Messages sent by leaders are considered to contain both affective and cognitive strategies and when leaders effectively communicate their vision, they gain their followers' confidence, leading to communication satisfaction between the leader and the followers. In relation to this, Madlock (2008), revealed a statistically significant positive relation between supervisors' communication competence and employee job satisfaction. In addition, a strong relation was found between supervisors' both relational and task leadership style and employee communication satisfaction, while a weak relation was found between supervisors' both relational and task leadership style and employee job satisfaction.

Research results have shown that the two main types of leadership in organizations which are likely to influence the employee's job satisfaction are the transactional and the transformational one. The transactional kind of leaders are the ones who tend to act within the frame of the prevailing culture, while the transformational kind of leaders often work towards change and adaptation of the culture to their own vision. Brown (1992) has stressed that a good leader must have the ability to change those elements of organizational culture that impede the performance of a company. Ogbonna and Harris (2000) found that leadership is indirectly linked to performance, while the specific characteristics of an organizational culture (e.g. competitiveness, originality) are directly linked to it.

Hersey and Blanchard (1969) proposed the Situational Leadership Theory, according to which, instead of using just one style, successful leaders should change their leadership styles based on the maturity of the people they're leading and the details of the task. Using this theory, leaders should be able to place more or less emphasis on the *task*, and more or less emphasis on the relationships with the people they are leading, depending on what's needed to get the job done successfully. According to Hersey and Blanchard, there are four main leadership styles: 1) Telling-- Leaders tell their people what to do and how to do it, 2) Selling-- Leaders provide information and direction, but there's more communication with followers. Leaders "sell" their message to get people on board, 3) Participating – Leaders focus more on the relationship and less on direction. The leader works with the team, and shares decision-making responsibilities, 4) Delegating – Leaders pass most of the

responsibility onto the follower or group. The leaders still monitor progress, but they're less involved in decisions.

Therefore, Leadership style plays a vital role in enhancing employee performance in such a way that contribution per employee and average time lag between job completion and assignment improve. According to Bandele (2002), leadership style is positively related to employee performance and this helps to enhance leadership behavior and consequently promotes staff efficiency during role performance. However, the leadership style for an organization like the Electoral Commission remain questionable, thus, the actual practice of corporate structure still remain a challenge. This is the gap the researcher needs to address.

2.2 Monetary and non-monetary reward system and employee performance

Reward is something that an organization gives to the employee to become motivated for future positive behavior (Ongori, 2008). A reward can be extrinsic or intrinsic, it can be a cash reward such as bonuses or it can be recognition such as naming a worker an employee of the year. The extrinsic rewards are the most tangible, such as salaries, bonuses, promotions etc., yet these incentives alone are not enough. Employees judge the quality of their job in the intrinsic satisfaction. Using intrinsic rewards to increase employee commitment and retention is achievable in any organization. While it is both an art and science, it has basic component of human nature that are fundamental. When these intrinsic approaches are understood and ingrained in the organization's culture, productive employees remain. It has been asserted that, when pay and benefits are comparable to the market, it is the intangibles that make for a dedicated workforce (Shechtman, 2008).

Reward program and recognition are an important component of an employee retention plans. The importance of these kinds of program is rooted in the theories of positive reinforcement. By saying "thank you" to employees for a job well done or a pat on a shoulder to show appreciation, an organization is reinforcing ideal behavior and encouraging more of the actions that will make it successful (Johnson, 2004). Sutherland (2004), argues that reward systems ought to be a significant sphere of innovation for employers. The increasing diversity of the workforce, she says, suggests the need for more creative approaches to tailoring the right rewards to the right people. She concluded that recognition and reward are part of a more comprehensive effort at keeping workers or adopting good workplace practices which can contribute to increased retention.

In the current study, the researchers have also argued that, rewards offered by organizations may have a powerful impact on employees' attitudes towards their jobs and the company for which they work (Lincoln & Kallerberg 1990). Based on Herzberg & Mausner's two factor theory, these rewards are either intrinsic or extrinsic thus impacting the level of satisfaction employees experience with their jobs (Hong Lu, et al. 2005). Hence in this context, it is vital to distinguish between intrinsic and extrinsic rewards. Intrinsic rewards are inherent to job or they exist within the job itself such as variety, challenge and autonomy. Extrinsic rewards on the other hand include pay and fringe benefits, promotion or advancement opportunities within organizations, social aspect and workplace conditions. Further research has suggested that while intrinsic rewards will probably be more salient for job involvement (Driscoll & Randall 1999), satisfaction with extrinsic rewards will lead to continuance commitment with organization resulting in increased customer satisfaction and loyalty (O'Reilly, et al. 1991).

Bralton and Gold (2003:277) and Turner, (2002 :) identify two types of reward, monetary rewards and non-monetary rewards: they point out that the monetary reward type plays a dominant role in the organization. According to Deevy, (1995: 185) reward may be intrinsic or extrinsic. He explains that intrinsic rewards are psychological and are directly felt by the individual. They are said to include feelings of accomplishment, increased self-esteem and

satisfaction of developing new skills. Extrinsic rewards are provided by an external agent and they include bonuses, praise or promotion.

Armstrong, (2003), while concurring with Bratton and Gold (2003) on monetary rewards, points out the centrality of money. He reveals that money includes salary and salary increases the basic pay and the variable pay. He explains that variable pay attempts to reinforce worker's behavior according to individual or group differences. Tripathi (2004: 102) notes that variable pay extends to individual or group incentives, gain sharing, profit sharing, employee stock ownership and stock option plans.

According to (Opara,2005) factors such as pay, the work itself, supervision, relationship with the co-workers and opportunities for promotion have been found to contribute to job satisfaction. Employees with low income report significantly lower levels of job satisfaction relative to other income groups, highly paid employees however may still be dissatisfied if they do not like the nature of their job and they cannot enter a more satisfying job. (Luddy, 2005)

Bratton and Gold (2003:277) and Turner, (2002) identify two types of reward, monetary rewards and non-monetary rewards: they point out that the monetary reward type plays a dominant role in the organization.(Bratton, 1994) argued that organizations were interested in reward management for two major reasons that is, their interest in the absolute cost of payment because of its behavior on the profitability and views pay as a determinant on employees work attitudes and behavior in the organization. In relation to this, Armstrong (2003) concurs with Bratton and Gold (2003) on monetary rewards, points out the centrality of money. He reveals that money includes salary and salary increases the basic pay and the variable pay. He explains that variable pay attempts to reinforce worker's behavior according to individual or group differences. Tripathi (2004: 102) notes that variable pay extends to individual or group incentives, gain sharing, profit sharing, employee stock ownership and stock option plans. But on the other hand, Deevy, (1995: 185) argued that, reward may be intrinsic or extrinsic. He explains that intrinsic rewards are psychological and are directly felt by the individual. They are said to include feelings of accomplishment, increased self-esteem and satisfaction of developing new skills. Extrinsic rewards are provided by an external agent and they include bonuses, praise or promotion.

According to Etzioni (1999), Job satisfaction can be boosted by non-monetary rewards, also called psychological rewards. He indicates that employees often put their effort where they know they will be rewarded. According to him, the job content should include promotions, recognition, medical insurance, accommodation housing allowance and paid leave that such inducements can cause employee behavior to change positively towards decisions to work. Where such rewards are absent, there is compromise in performance. In agreement with Etzioni, (1999: 32), Dessler (2003:483) adds that activities that support employee development, promotion from within or career advancement should be devised. He holds that social rewards like attention and praise must be contingently administered if they are to work.

Previous researches have shown that, the more adequate employees perceive their non-monetary compensation, the higher is their job satisfaction (Bebchuk& Fried 2006, Bebchuk&Yaniv 2005, Fryan& sacs, 2007). In fact the Guardian (2005) observed that non-monetary incentives carry a more satisfying relationship than even the basic salary. Employees tend to be more concerned with non-monetary incentives to the extent that when these are perceivably contenting, they yield more satisfaction at work than the salary. Similar observations were made by (Louise, 2009) and O'Grady, (2008). These

scholars identified various indicators of non-monetary incentives that enhance employee job satisfaction, including housing, tuition reimbursement, sick leave, vacation (paid and non-paid), social security etc. However, they also did not delve into the indicators of employee job satisfaction.

Rewards are very important for job satisfaction because it fulfills the basic needs as well as helps to attain the higher level of goals. Earning is the way by which employee get to know how much they are gaining by dedicating their time, effort and skill in a job (Armstrong, 2010). Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires as well as provide the means of being social by employee's status and position of power in the organization (Pfeffer, 1998). Many researchers demonstrate that there is a great deal of inter-individual difference in understanding the significant of financial rewards for employee retention (Woodruff, 1999). `An organization's reward system can affect the performance of the employees and their desire to remain employed (Robinson & Pillemer, 2007).

In general, literature indicates that while research has been done on reward system, its perceived adequacy and the relationship of this' adequacy on employee job satisfaction, there is still a gap regarding how the perceived adequacy of reward systems affect job satisfaction at the Commission. This is the gap that this study addressed.

2.3 Working Environment and Employee Performance

According to (Kawada & Otsuka, 2011), working environment of an employee is one of the important indexes of measuring their working comfort and their satisfaction. Since it is a fact that employees spend most of their time in an organization, it is very important for these organizations to introduce and maintain proper working conditions. An organization should provide its employee's with all the necessary resources and make it possible for the employee to do a job. This will help employees to accomplish tasks successfully and which indeed contribute to job satisfaction. Furthermore, Woodruff (2006), identified the working environment as one of those non-financial factors that remains a most important motivator of employee productive. In this study, the researcher identified the elements of working environment as: ergonomic, equipment, flexitime and protection.

According to scholars, Grag and Rastogi (2006), while discussing internal organisation factors that motivate employees, identified ergonomics as one of the factors that affects employee performance. Ergonomics plays a vital role in designing jobs and influences the motivational level of employees. To sustain the workforce its important to ensure a hazard-free and safe environment. Managers should, therefore, ensure a safe working environment to enhance greater employee efficiency and productivity. Jobs must be designed in such a manner that musculoskeletal disorders such as pain in the hands, arms, shoulders, neck, back, legs or feet do not happen. Equipment must be designed with the worker in mind, and for the job being performed.

However, according to Bohlander and Snell (2004), found that flexible working hours permit employees the option of choosing daily starting and quitting times, provided that they work a set number of hours per day or week. Employees are given considerable latitude in scheduling their work. However, there is a "core period" during the morning and afternoon when all employees are required to be on the job. By allowing employee greater flexibility in work scheduling, employers can reduce some of the traditional causes of tardiness and absenteeism. Employees can adjust their work to accommodate their particular lifestyles and in doing so, gain greater job satisfaction. Employees can also schedule their working hours for the time of the day when they are most productive. From the employer's stand point,

flexitime can be most helpful in recruiting and retaining personnel. It has proved invaluable to organisations wishing to improve service to customers by extending operating hours. Thomson (2008), and Van der Voordt (2004), noted that flexitime working hours can have a positive impact on the performance measures of employee reliability, quality and quantity of employee work. However, flexible work schedules may not be suitable for some jobs where, for instance, a work station must be staffed at all times. Second, it may create problems, for managers in communicating with the instructing employees.

Pettinger and Smith (1999) emphasised the role of supportive supervision to employee productivity when they noted that a supportive style of supervision, general sense of personal worth, importance and esteem belonging to a group, will lead to high performance. Cushway (1999) re-affirmed this view when he noted that provision of feedback is an essential practice as employees have an intense desire to know how they are performing. He emphasised that feedback is expected from the supervisors, co-workers as well as clients. Thus supervisors can foster an enabling working environment by providing positive and immediate feedback. Greenberg (2005: 176) noted that job satisfaction is highest among employees who believe that their supervisors are competent, treat them with respect, and have their best interest in mind. Similarly, job satisfaction is enhanced when employees believe that they have open line of communication with their supervisors. Although the literature review provided an understanding that the working environment affects employee performance, very little was understood about the influence of the working environment on employee performance in the Parliamentary Commission. This is the gap that this study needs to address.

The relationship between job satisfaction and performance is an issue of continuing debate and controversy. Pichler and Wallace, (2009) argues that job satisfaction varies across countries because of inherent national differences in key conditions that influence how people evaluate their jobs, for example the nature of national economy as reflected in average wages, unemployment rate, degree of socio-economic inequality. However Pichler and Wallace's research has some limitations, for instance both satisfaction and job characteristics were measured with self-reports that were completed by the same people. In essence this may have inflated certain relationships, for instance relationships connecting job satisfaction with individual job factors. Moreover the European Union has a well-developed economy with relatively high social homogeneity compared to the rest of the world. The wage levels and socioeconomic inequality are probably less pronounced across the European Union than across the globe. This means that institutional factors may have a more prominent role in wider differences across more disparate geographic regions are considered. The limitations in this study underscore the need for more research about why job satisfaction differences exist across countries.

Worldwide research has been conducted about the subject of job satisfaction and employee performance. Most of the existing work originates from developed world, with limited empirical work on the subject coming from a developing country like Uganda. Empirical research is needed from the developing world as stated by Dana (2001) who wrote saying that translation of knowledge from developed countries cannot help developing nations due to differences in professional, financial and economic infrastructures.

MuhamedInuwa (2016), revealed that job satisfaction has a positive and significant relationship with Employee Performance. The research clearly signifies that increase in level of job satisfaction of Bauchi State University Gadau, Nigeria Non Academic staff will also lead to increased high performance.

Al Ahmad (2009) and Aziri (2011) states that a satisfied employee is believed to have higher performance level. However, this study was limited on academic staff of one University in the country despite the fact that there are many others. The study is also limited to only one independent variable which is job satisfaction and Employee Performance which is dependent variable without any moderators.

This is in line with the findings by Ariko (2014), conducted a research focusing on Public Service with specific focus on the Commission. Found out that there was a strong positive relationship between job satisfaction and employee performance. This meant that employees will exhibit higher levels of performance because they are satisfied with their jobs. However, the limitation is that the study did not take into consideration factors that contribute to job satisfaction such leadership style, reward system and working environment which the researcher is investigating.

3.0 Methodology

Research Design

The study used a cross-sectional survey study design which according to Amin (2005:212) is perhaps the most commonly used research design in social sciences and is used to gather data from a sample of a population at a particular time. Saunders et al (2003:96) describe a cross-sectional design as “the study of the particular phenomenon (or phenomena) at a particular time”. Cross-sectional research involves the measurement of all the dependent variables for all cases within a specific time span. One advantage of cross-sectional research design is that it is more economical in time and cost effective than any other designs. A case was used to assess the job satisfaction and employee performance in the Electoral Commission. The case study design involves the use of documents, archival records and interviews. (Sarantakos, 1998) .In the study, both quantitative and qualitative approaches were used in the data collection process, analysis and later in the presentation and discussions of the findings. Both approaches supplemented each other and the qualitative method provided indepth explanation while quantitative method provided the hard data needed to meet the required objectives and to test the hypothesis.

Study Population

Population refers to an entire group of individuals, events or objects having common observable characteristics (Mugenda&Mugenda, 2003). The total study population comprised of 431 out of which the actual population of 110 respondents were targeted from different districts and departments, which comprised of 10 Top Managers, 15 Middle Level Managers, 35 staff at officer level and 50 subordinate staff. (The Electoral Commission Annual Report, 2019).

Accessible Population

The accessible population for this study is 110 people from which the sample of 100 respondents was selected as a representative sample of the entire population of 431 to ensure greater speed, reduced cost and greater accuracy of the data to be collected.

Sample size and Technique

The sample size in this research was carefully selected based on respondent’s experience, age and knowledge of the subject or expertise. In explaining expertise, Brockoff (1975), argues that expert knowledge can be proven by demonstration, or by resources to confirmation through third parties. From the elements of the study population that included Top Managers, Middle Level Managers, Officers and support staff in the Electoral Commission, appropriate samples were selected using the Krejcie and Morgan (1970) statistical table 1 as detailed below:

Table 1: Categories of Respondents

Category of respondents	Accessible	Sample size	Sampling Technique
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	population (N)	(n)	
Top Managers	10	10	Purposive
Middle Level Managers, Registrars	15	14	Purposive
Officers (Economists, Clerks, Administrative Assistants, Researchers, Legal Officers)	35	32	Simple random sampling
Support Staff(office assistants)	50	44	Simple random sampling
Total	110	100	

Source:The Data was generated based on files at the Electoral Commission Offices, and guided by Krejcie and Morgan (1970) table.

Sampling Technique

Simple random sampling

The study used simple random sampling to target the staff at officer level and support staff. This method was selected because it gives equal chance for any individual in the population to be picked to take part in a study (Sarantakos, 2005). The reason why simple random sampling was used is because it minimizes the bias on the side of the researcher while selecting respondents (Maxwell, 2005). In agreement with that above orders, Babbie (2007) emphasizes that random sampling must be free of bias yet meeting the needs of the researcher. This method was used to target the Officers and the Support staff categories of respondents.

Purposive sampling

The study used purposive sampling to target Top and Middle Level Managers and Registrars. According to Neuman (2006) purposive sampling is when the researcher specifically targets certain people due to their unique knowledge about the research subject. Purposive sampling aims to ensure that the researcher finds and engages resourceful respondents to enrich the study (Berg, 2001).

Data Quality Control

In order to make sure that quality and relevant data is collected, the research instrument was used to test for validity and reliability as below:

Validity

Validity is the extent to which research instruments measure what they are intended to measure (Russell, 2011). The researcher used expert judgment of the reviewers to confirm the validity of the instruments. The relevance of each item in the research instruments to the research objectives was evaluated. The reviews rated each items as either relevant or not relevant. Validity was determined using Content Validity Index (C.V.I). $C.V.I = \frac{\text{Items rated relevant}}{\text{Total number of items}}$ as shown below.

$$CVI = \frac{\text{No. of items rated relevant}}{\text{Total No. of items}}$$

The instruments that will yield a CVI above 0.7 will be within the accepted ranges. Further, the instruments were discussed with the experts and also pre-tested using part of the study sample respondents to ensure construct and content validity.

Reliability

A pre-test was done on 10 of the respondents who were not part of the final study. Data were coded and entered into the computer. Cronbach's Alpha Reliability Coefficients were generated using the statistical package for social scientists (SPSS) computer program to estimate the reliability of the questionnaire.

Table 2: Cornbach Alpha Reliability Coefficients

Item	Reliability Coefficients
Leadership styles	0.713
Reward Systems	0.750
Working Environment	0.731
Employee Performance	0.731
Overall Reliability	0.784

According to Table 2, the overall reliability tests for the results was 0.784, indicating great internal consistence of the responses on the tool. All the items on the questionnaire were above 0.70, indicating a great internal consistence. The results of the reliability analysis mean that the items on the tool could be relied on to provide reliable answers to the study questions as suggested by (Sekaran, 2003).

Data Analysis

Analysis refers to breaking a whole into its separate components for individual examination (Grbich, 2007). According to Gorard, (2003), analysis of data is a process of inspecting cleaning, transforming and modeling data with the goal of discovering useful information suggesting conclusions, and supporting decision-making. After participant's response to the questionnaire and interview, raw material was cleaned, sorted and entered using statistical data entry form designed in statistical package for social sciences (SPSS) software for analysis according to the objectives of the study. Data was organized using a 5 Likert scale.

Qualitative Data Analysis

Qualitative data analysis is the range of processes and procedures from the qualitative data that have been collected into some form of explanation, understanding or interpretation of the people and situations under investigation. Qualitative data analysis is usually based on an interpretative approach (Neuendorf, 2002). Qualitative data responses were transcribed, sorted and classified. The analysis was done manually and responses summarized in a narrative form of presentation of the major findings of the study. The technique for qualitative data analysis was content analysis.

Quantitative Data Analysis

This is a systematic approach to investigations during which numerical data was collected and/or the researcher transforms what is collected or observed into numerical data (Yin, 2008). Quantitative data was coded and entered into statistical program for social scientists (SPSS) data editor and analyzed using SPSS version 21. Descriptive statistics such as measures of central tendency was used to describe and summarize data. These included the mean, mode and median. Relational statistics, correlation coefficient, regression, and cross tabulation was used to establish the strength of the relationship between variables.

4.0 Results and Discussion of the Study Findings

4.1 Results of the Study

This study examined the influence of job satisfaction on employee performance at the Electoral Commission. This section presents the data analysis and interpretation of results according to the objectives. The presentation is guided by the specific objectives and hypotheses of the study.

4.1.1 Response Rates

A response rate is defined as the proportion of individuals selected in a sample who are eligible and ultimately participate in the survey. A response rate of 50% and above is considered representative (Amin2005).

Table 3: Target Sample and Response Rate

Category	Accessible population	Target Sample	Actual Response	Percentage	Non response
Top Managers	10	10	7	70%	30
Middle Level Managers	15	14	10	71.4%	28.6
Officers	35	32	30	93.8%	6.2
Support Staff	50	44	42	95.5%	4.5
Total	110	100	89	89.0%	11.0

Source: Primary data(2020)

According to Table 3, in this study, the target sample was 100 respondents and the study managed to get 89 of the respondents from all categories (Top Managers, Middle level managers, Officers and Support staff) creating a 89.0% response rate. According to Amin, (2005) the response rate should be a minimum of 50%. The above response rate was obtained because majority of the targeted respondents could be obtained from one place and the researcher frequently reminded them to respond to the questionnaires distributed as well as make appointments for interviews. A lot of explanation and encouragement was done to ensure maximum feedback. This means that the data obtained from the respondents could equitably represent the anticipated population.

4.1.2. Demographic characteristics of respondents

Respondent's bio-data in this study discussed include gender, age, educational background and job title of the respondent.

Gender of the respondents

The study examined the distribution of respondents by gender to establish whether respondents captured views from all categories of gender and the findings further shown in Table 4 below:

Table 4: Showing gender of respondents

Gender of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	58	65.2	65.2	65.2
female	31	34.8	34.8	100.0
Total	89	100.0	100.0	

Source: primary data (2020)

According to Table.4,out of 89 respondents, the results showed that (58) 65.2% of the respondents interviewed were male and (31) 34.8% were female. This show that more male participated in the study than female because majority of the workers were male. However, it also shows that the results represented the views of both the male and female, hence eliminating total gender bias from the study.

Age of the respondents

In this subsection the age of respondents to the study are presented in Table5 below.

Table 5: Age of Respondents**Age of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 30	22	24.7	24.7	24.7
Above 30	67	75.3	75.3	100.0
Total	89	100.0	100.0	

Source: Primary Source (2020)

The results from the table 5 above shows that out of the 89 respondents, as shown above, 24.7%, and 75.3% of the respondents interviewed were within the age group below 30 and above 30 years old respectively. This explains that biggest percentage of staff was within the age group above 30 years of age. This could be the nature of Electoral Commission's work that requires employment of the adult and skilled personnel who are able to quickly embrace and adapt to the environment and the technological changes.

Level of Education and length of service

The table below shows the level of education and length of service of the respondents.

Table 6: Level of Education and Length of Service

Characteristics	Category	Frequency	Percentage
a) Level of Education	Certificate	13	14.6%
	Diploma	10	11.2%
	Bachelor's Degree	28	31.5%
	Post Graduate	18	20.2%
	Masters	20	22.5%
Total		89	100
b) Length of Service	1-3 years	21	23.6%
	4-6 years	24	27%
	7 years and above	44	49.4%
		89	100

Source: Primary Data (2020)

According to the results in Table 7(a) above, the education level indicates that, 13(14.6%) were educated upto Certificate level, 10(11.2%) were educated up to diploma level, 28(31.5%) were educated up to Bachelor's Degree level, 18 (20.2%) were educated up to Postgraduate level and 20 (22.5%) were educated up to Masters level. The results mean that the workforces at the Electoral Commission are learnt class. These could therefore be relied on to provide credible information to the study. The results in Table 7(b), shows that 21(23.6%) of the respondents had worked with Commission for a period of between 1 - 3 years, 24(27%) had worked for a period of 4 - 6 years and 44(49.4%) had worked for a period of more than 7 years. The study findings indicate that the staff at Commission are experienced enough to understand issues concerning the topic under investigation. These could therefore be relied on to provide credible information on the topic under investigation from an experienced point of view.

4.2 Empirical Findings

This section provides empirical findings using descriptive statistics and Spearman's Correlation coefficient to test the overall variables in the study. The findings are presented according to the study objectives.

4.2.1 How Leadership Style Influence Employee Performance at Electoral Commission

Objective one of the study was, to find out how Leadership Style Influence Employee Performance at the Electoral Commission. The researcher used a total of eleven (11) dimensions on the questionnaire, to which the respondents were required to show the level of agreement or disagreement

Table 7: Descriptive Statistics of the Leadership Style at the Electoral Commission

S/N	Parameters	SD (1)	D (2)	UD (3)	A (4)	SA (5)	Mean
1	Decisions regarding the commission activities are made by the management team	8 (9.0%)	5 (5.6%)	2 (2.2%)	56 (62.9%)	18 (20.2%)	3.80
2	The system of administration is top-bottom	1 (1.1%)	19 (21.3%)	8 (9.0%)	33 (37.1%)	28 (31.5%)	3.76
3	Most powers are centralized to the DRO	15 (16.9%)	15 (16.9%)	8 (9.0%)	39 (43.8%)	12 (13.5%)	3.11
4	The supervisor acts with empathy	12 (13.5%)	22 (24.7%)	20 (22.5%)	27 (30.3%)	8 (9.0%)	2.97
5	The Supervisor expects a lot from me and insist on best performance	9 (10.1%)	8 (9.0%)	7 (7.9%)	51 (57.3%)	14 (15.7%)	3.84
6	There is open communication between supervisors and staff at Commission	16 (18.0%)	0 (0.0%)	6 (6.7%)	10 (11.2%)	57 (64.0%)	3.46
7	Managers at all levels work together asa team to achieve organization's goal	11 (12.2%)	13 (14.6%)	16 (18.0%)	29 (32.6%)	20 (22.5%)	3.38
8	Staff are delegated work by their immediate supervisor	8 (9.0%)	5 (5.6%)	2 (2.2%)	56 (62.9%)	18 (20.2%)	3.80
9	Staff participate in determining resource allocation and utilization in my department	20 (22.5%)	44 (49.4%)	12 (13.5%)	10 (11.2%)	3 (3.4%)	2.24
10	There is respect for fellow staff opinions regarding organizational improvement	8 (9.0%)	15 (16.9%)	13 (14.6%)	36 (40.4%)	17 (19.1%)	3.44
11	Staff are involved in making organizational policies for the commission	9 (10.1%)	11 (12.4%)	15 (16.9%)	35 (39.3%)	19 (21.3%)	3.49
	Mean Aggregates	3.36					

Source: Primary data (2020)

Key: SD=Strongly Disagree D=Disagree A=Agree and SA=Strongly Agree

For interpretation purposes, opinions are grouped for instance respondents who agreed and strongly agreed represent respondents who agreed and those who strongly disagreed and disagreed represent the respondents who disagreed. In addition, the mean scores above 2.97 reveal respondents who agreed and those below 2.97 represents respondents who disagreed respectively.

The study findings as presented in table 8 reveal that the leadership styles at Commission is moderately positive (**aggregate Mean=3.36**). Majority of the 83.1% of the study respondents with mean score of 3.80 agreed that decisions regarding the Commission activities are made by the management team and 14.6% disagreed respectively. Meaning that the staff at the Commission follow the decision of the administrative hierarchy. This is likely to enhance the flow of administrative mandate of the top management which will lead to improved organisational performance.

The majority of the 68.6% of respondents with mean score of 3.76 agreed that the system of administration in the Commission is top bottom and 20% disagreed respectively. Meaning that the administrative system is not fully participatory where the staff members are rarely consulted in some matters of the Commission. This is likely to build confidence and trust among the staff in the Commission.

Interviews with Key staff also affirmed that decisions were mainly made by top management and then passed on to lower departments for implementation. They cited a top down model of decision making in the Commission. One interviewee indicated:

“The decisions are made by top management team who engage other staff in their implementation. We are rarely involved in making decisions concerning day to day operations of the Commission. Sometimes we just see new directives to implement by our immediate supervisors who also reportedly receive them from top management”.

The above facts present the fact that major decisions are made by top management to lower level employees which is likely to negatively affect their performance.

The respondents to the study were having different opinions when asked regarding supervisor’s empathy, 39.3% agreed, 38.2% disagreed and 22.5% undecided with the statement that the Supervisor acts without empathy (mean score of 2.97). This was reinforced by key informant who revealed that – “*at the Commission, most supervisors act without empathy to their staff*”. The results indicated that some of the supervisors at the Commission act empathetically towards their subordinates and they also empower them. This is likely to improve working condition between supervisors and subordinates hence improving employee performance.

Majority of the respondents (73.0%) with mean score of 3.84 agreed with the statement that the supervisor does expect much from the staff members whereas 19.1% disagreed, and 7.9 were not sure. One of the key informant supported this finding when she confirmed that; “*supervisors at different departments of the Commission always expect and insist on best performance of work*”. This means that the management at the Commission aspires to work towards achieving organisational goals and objectives.

Majority (75.2%) of the respondents with the mean score (3.46) agree with the statement that there is open communication between the supervisor and the staff, whereas (18%) disagree with the statement and (6.7%) were not sure. This means that there is open communication at the Commission. This was reinforced by one key informant who noted that

Communication in the Electoral Commission is open through formal meetings and one on one discussion.

Open communication in an organisation improves employee performance. This is because communication builds trust and confidence among the staff and create a good relation between organisation and staff.

The study respondents moderately (53.1%) with the mean score (3.38) agree with the statement that Managers at all levels work together as a team to achieve organisation goals whereas (26.8%) disagree with the statement and (18%) were not sure. This means that the managers at the Commission believed in team work. The belief in team work among manager helps in raising the level of work efficiency to achieve organisational goals in turn enhance employee performance.

Majority of the (83.1%) of the respondents with mean score of 3.80 agreed that they are delegated work by their immediate supervisors whereas 14.6% disagreed saying that the supervisors do not delegate work to the staff. This was reinforced by one key informant that; *“the supervisors do not expect their subordinates to receive orders without receiving explanation”*. The result indicates that the leadership style practiced by the supervisors at the Commission is democratic. Democratic leadership style is likely to enhance employee performance because staff feel valued. Majority of the respondents, (71.9%) with mean score of 2.24 disagreed that staff do participate in determining resource allocation and utilization in their respective departments whereas 14.6% agreed and 13.5% were not sure respectively. In an interview with one of the key staff in the Department, he was quoted saying;

We experience a challenge in the department because the management don't take the views of staff in regard to the determination of resource allocation during the budget preparations. This implies that the policy of resource allocation does not favour the staff. The above fact shows that at the Commission, staff do not participate in making decisions in resource allocation and utilisation. This is likely to demotivate employees and impact negatively on employee performance.

Majority (59.5%) of the respondents with mean score of 3.44 agreed with the statement that there is respect for fellow staff opinions regarding organizational improvement in different departments whereas 25.9% disagreed with the statement and (14.6) were not sure. This means that at the Commission, staff respect each other's opinions and views on how to improve work. This is likely to enhance team work and cooperation at the workplace which may result into improved employee performance.

Lastly, the study respondents noted that, (60.6%) of respondents with mean score of 3.49 agreed that staff are involved in making organizational policies for the Commission whereas 22.5% disagreed and (16.9%) were not sure. This means that at the Commission staff are involved in making organizational policies. This is likely to enhance the employees' trust, sense of control and ego involvement with the organization which then leads to improved performance.

4.2.1.1 Hypothesis Testing: Pearson's Correlation between leadership style and employee performance.

A Pearson correlation product was used for the study to establish whether relationship exist between the study variables highlighted and the findings are presented in the table 9 below:

Table 8: Correlation analysis showing Leadership Style and Employee Performance

		Leadership style	Employee Performance
Leadership style	Pearson Correlation	1	.256*
	Sig. (2-tailed)		.016
	N	89	89

Employee performance	Pearson Correlation	.256*	1
	Sig. (2-tailed)	.016	
	N	89	89
**. Correlation is significant at the 0.05 level (2-tailed).			

According to the results in table 9. Leadership Style and employee performance were found to have a significant positive relationship ($r = 0.256, p < 0.05$), thus, these results implies that leadership style enhances the performance of the employees by a considerable magnitude. The significance value of 0.016 which is below the critical significance value of 0.05 affirms that there is a variant relationship between the two variables. Therefore, the hypothesis *leadership style enhances employee performance* was accepted. The implication of these findings is that any increase in the enforcement of leadership style at the Commission of Uganda improves employee performance by 25.6% and vice versa.

4.2.2 To find out how monetary and non-monetary reward system influence Employee Performance at Electoral Commission.

The second Objective of the study was, to find out how monetary and non monetary reward systems influence employee performance in the Electoral Commission. The researcher used a total of eleven (6) dimensions on the questionnaire, to which the respondents were required to answer as shown in Table 10 listed below.

Table 9: Descriptive Statistics of Reward System at Electoral Commission

S/N	Parameters	SD (1)	D (2)	UD (3)	A (4)	SA (5)	Mean
1	Staff are satisfied with salary	9(10.1%)	11(12.4%)	15(16.9%)	35(39.3%)	19(21.3%)	3.4
2	Staff get an allowance whenever they work on public holidays	20 (22.5%)	44 (49.4%)	12 (13.5%)	10 (11.2%)	3 (3.4%)	2.24
3	Staff get overtime allowance for extra work	33 (37.1%)	38 (42.7%)	11 (12.4%)	5 (5.6%)	2 (2.2%)	1.93
4	It is easy to get promoted at the commission	27 (30.3%)	43 (48.3%)	8 (9.0%)	7 (7.9%)	4 (4.5%)	2.08
5	Promotions are regular at the commission	5 (5.6%)	18 (20.2%)	43 (48.3%)	23 (25.8%)	0 (0.0%)	2.94
6	Staff are thanked and appreciated for the good work done	10 (11.2%)	8 (9.0%)	3 (3.4%)	41 (46.1%)	27 (30.3%)	3.75

Source: Primary data

Source: Primary Source (2020)

Key: SD=Strongly Disagree D= Disagree, A = Agree and SA= Strongly Agree

For interpretation purposes, opinions are grouped for instance respondents who agreed and strongly agreed represent respondents who agreed and those who strongly disagreed and

disagreed represent the respondents who disagreed. In addition, the mean scores above 2.94 reveal respondents who agreed and those below 2.94 represent respondents who disagreed respectively.

As clearly indicated in Table 10, the study findings show that the Reward systems at the Commission is moderately positive (**Aggregate Mean=2.72**). The majority of the 77.5% of study respondents with mean score of 3.81 agreed that they were satisfied with the salary that they received and 19.1% disagreed respectively. This means that at the Commission, most staffs are satisfied with the salary that they get.

Similarly, the results of the findings show that 71.9% respondents with mean score 2.24 disagreed that staff get allowances whenever they work on public holidays and 14.6% agreed respectively. Also majority of the 79.8% respondents with mean score of 1.93 disagreed that they receive overtime payments for extra work and 7.8% agreed respectively. To support the findings was a key informant, who observed that,

‘The staffs at the Commission are not adequately compensated.’ This is likely to impact negatively on employee motivation and subsequently effects employee performance.

The study respondents in the table above however noted that 78.6% with mean score of 2.08 disagreed that it is easy for staff to be promoted at the Commission and 12.4% agreed respectively. The study respondents in the above table also show that 48% respondents with mean score of 2.94 were undecided whether promotions are regular at the Commission or not. This suggests that staff at Electoral Commission are not satisfied with the promotion system. This is likely to have a negative effect on employee performance because staff members who stay in the same position for a long time lose the motivation to work.

Lastly, according to the study in the above table 10. Majority of the 76.4% respondents with the mean score of 3.75 agreed that staff are thanked and appreciated for the good work that they do and 20.2% respondents disagreed. This means that staffs are recognized for good performance. The results are proved by the interviewee, who said that,

“The Electoral Commission has a policy of recognizing and appreciating best performing staff on annual basis. These workers are chosen basing on those who have completed their assignments and set targets. It’s done as a way of motivating workers.”

4.2.2.1. Hypothesis Testing: Pearson’s Correlation between Reward systems and Employee Performance at Electoral Commission.

In order to determine the effect of reward system on employee performance, correlation analysis was conducted. The results are summarized in Table 11

Table 10: Correlation Analysis results for the Reward System and Employee Performance

		Reward system	Employee Performance
Reward system	Pearson Correlation	1	-.209**
	Sig. (2-tailed)		.051
	N	89	89
Employee Performance	Pearson Correlation	-.209**	1
	Sig. (2-tailed)	.051	
	N	89	89
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: Primary Data (2020)

The findings present the obtained significant value (p=0.051) and (-0.209) has negative relationship between reward system and employee performance at the Commission of Uganda. Therefore the hypothesis is accepted that, *“reward systems greatly contributes to*

employee performance at Electoral Commission of Uganda’. Hence this implies that Employee Performance at the Commission is negatively affected by monetary and non-monetary reward system.

4.2.3. To find out how Working Environment Affects Employee Performance at the Electoral Commission

The third objective of the study was to find out how working environment affects employee performance from which a number of responses were obtained as presented in Table 12 below.

Table 11: Descriptive Statistics of Working Environment at Electoral Commission

S/N	Parameters	SD	D	UD	A	SA	Mean
1	Staff have opportunity to take mini-breaks while at work to allow relaxation	3 (3.4%)	9 (10.1%)	1 (1.1%)	47 (52.8%)	29 (32.6%)	3.99
2	Work environment is hazard free and safe	6 (6.7%)	20 (22.5%)	15 (16.9%)	43 (48.3%)	5 (5.6%)	3.24
3	Staff are comfortable working while seated whole day long	30 (33.7%)	34 (38.2%)	10 (11.2%)	12 (13.5%)	3 (3.4%)	1.15
4	The supervisor gives consideration and flexibility for staff to schedule their work	23 (25.8%)	36 (40.4%)	12 (13.5%)	10 (11.2%)	8 (9.0%)	2.37
5	Staff adjust their work schedule to accommodate their day’s personal programmes	30 (33.7%)	31 (34.8%)	7 (7.9%)	10 (11.2%)	11 (12.4%)	2.34
6	Supervisors acknowledges good work done	5 (5.6%)	9 (10.1%)	4 (4.5%)	42 (47.2%)	29 (32.6%)	4.01
7	Staff get feedback of work performance	1 (1.1%)	12 (13.3%)	4 (4.5%)	47 (52.8%)	25 (28.1%)	3.08
8	It is easy to consult a supervisor on issues concerning work	0 (0.0%)	5 (5.6%)	4 (4.5%)	59 (66.3%)	21 (23.6%)	4.03
9	The supervisor tolerates staff behavior, including willingness to let them learn from their mistakes without fear of reprisal	9 (10.1%)	4 (4.5%)	15 (16.9%)	51 (57.3%)	10 (11.2%)	3.55
10	The supervisor is competent and treats staff with respect	1 (1.1%)	4 (4.5%)	9 (10.1%)	48 (53.9%)	27 (30.3%)	4.01

Source: Primary data (2020)

Key: SD=Strongly Disagree D= Disagree, A = Agree and SA= Strongly Agree

For interpretation purposes, opinions are grouped for instance respondents who agreed and strongly agreed represent respondents who agreed and those who strongly disagreed and

disagreed represent the respondents who disagreed. In addition, the mean scores above 2.40 reveal respondents who agreed and those below 2.40 represent respondents who disagreed respectively.

As indicated in the findings study in table.12 above, it show that the working environment at the Commission is moderately positive (**aggregate mean=3.16**). The study respondents were asked to respond to statement on whether staff do have opportunity to take mini-breaks while at work to allow relaxation 85.4% of the respondents with mean score of 3.99 agreed with the statement but 13.5% disagreed respectively. In addition to the above, also 53.9% of the respondents with mean score of 3.24 agreed that the work environment is hazard free and safe but 29.2% disagreed. The result also show that 71.9 of the respondents with mean score of 1.15 disagreed with the statement that staff at the Commission are comfortable working while seated whole day long but 16.9% disagreed. This means that the working environment in the Commission is hazard free and safe which allows the personal stress relieve to the employees. This is likely to enhance the employee performance as a result of free work-life balance. A key informant supplemented this finding by stating:

“The Electoral Commission provides a conducive working environment to the staff that is to say, availability of working equipment, enough office space well ventilated and also there is a good working relationship between the staff and the supervisors”

Furthermore as indicated in the results, 66.2% of the respondents with mean score of 2.37 disagreed that the supervisor gives considerable and flexibility for staff to schedule their work while 20.2% of respondents agreed with the statement. Also 68.5% of respondents with score mean 2.34 disagreed with the statement that staff adjust their work schedule to accommodate their day’s personal programmes while 23.6% agreed with the statement. This means that the working environment at the Commission is not flexible enough to accommodate the personal needs of the employees. This is likely to hamper employee performance as a result of limited work-life balance.

Majority of 79.8% of respondents with score mean 4.01 they agreed that supervisors acknowledge the good work done by staff and 15.7% disagreed. The study respondents of 80.9% with score mean 3.08 noted that staffs get feedback for work performance from their supervisors. This means that staffs in the Commission are satisfied with the cordial relationship that they have with their supervisors and the feedback that they get about work as well as the availability of working equipment.

According to the study respondents, the majority of 89.9% of the respondents with score mean 4.03 mentioned that it was easy to consult a supervisor on issues concerning work while 5.6% respondents disagreed with the statement. The study respondents also mentioned that 68.5% of respondents with score mean of 3.55 agreed that supervisors tolerate staff behaviour, including willingness to let them learn from their mistakes without fear of reprisal while 14.6% of respondents disagreed with the statement. This means that the supervisors at the Commission are tolerant and easy to consult on issues concerning work. This is likely to have a positive effect on employee performance.

Lastly, according to the study results, majority of 84.2% of the respondents with score mean of 4.01 noted that supervisors treat their staff with respect but 5.6% of the respondents disagreed with the statement. This means that staff at the Commission are satisfied with the working conditions as well as the respect that is accorded them by their supervisors. This is likely to have a positive effect on staff performance.

4.2.3.1. Hypothesis Testing: Pearson’s Correlation between Work Environment and Employee Performance at Electoral Commission

In order to assess how working environment affects employee performance at the Commission, Correlation analysis was conducted. The results are summarized in Table 13 below.

Table 12: Correlation Analysis results for the Work Environment and Employee Performance

		Work Environment	Employee Performance
Work Environment	Pearson Correlation	1	.535**
	Sig. (2-tailed)		.002
	N	89	89
Employee Performance	Pearson Correlation	.535**	1
	Sig. (2-tailed)	.002	
	N	89	89

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data (2020)

According to the results in Table 13, the working environment and employee performance were found to have a significant positive relationship ($r= 0.535$, at 0.05). Hence the hypothesis that “working environment has significant influence on employee performance is partially accepted”. This implies that working environment enhance employee performance at the Electoral Commission.

4.3 Discussion of the Findings

4.3.1 Leadership Style and Employee Performance at the Electoral Commission

Following analysis of the results on research hypothesis one, it was found that leadership style has a significant positive effect on employee Performance at the Electoral Commission. This consequently meant hypothesis one was accepted. This suggests that the more employees are satisfied with the leadership style that is practiced, the more they perform better at their work. Basing on the computed mean scores for items under leadership style, it was found that the most predominant leadership style practiced by supervisors in the organization is the democratic leadership style. This suggests that adopting a democratic leadership style improves employee performance. The study findings are in line with the scholar Curie (2001) who argued that democratic leadership style increases employee effectiveness and emphasizes that when a leader is democratic and consultative, employees look toward coming to the work place. They experience feelings of attachment and feel not only that their work efforts are appreciated and understood but also valued and trusted. Also Jacques (2009), on the other hand perceives the democratic leadership style as a multi-lateral approach where a platform is created for team involvement in the decision making process. Creating such democratic platforms allows employees to be part of employee decision making process. Emotional attachment and extra effort by employees in turn would be improved. There is a possibility that a greater diversity as easier implementation may create superior possibilities of organizational and individual successes. In addition, Mullins (1995) argued that democratic leadership style which he refers to as the human relations approach is likely to lead job satisfaction and group cohesiveness. As a result, this is likely to lead to job satisfaction and improved work performance.

4.3.2 Monetary and Non-monetary Reward System and Employee Performance at the Electoral Commission

The research hypothesis two which originated from the researcher question that: what is the relationship between monetary and nonmonetary reward systems and employee performance

at the Commission led to the hypothesis that there was a negative relationship between reward system and employee performance was accepted. This implies that the reward system information provided by the respondents during data collection were incomplete. The study findings reveal that the staff are moderately satisfied with the reward system. This study finding is in line with (Etzioni, 1999) who indicates that employees often put their effort where they know they will be rewarded. According to him, the job content should include promotions, recognition, medical insurance, accommodation housing allowance and paid leave that such inducements can cause employee behavior to change positively towards decisions to work. When such rewards are absent, there is compromise in performance. This finding is of suggestive value to Electoral Commission that in order to contain staff underperformance, management should ensure that compensation of staff is adequate.

4.3.3 Working environment and employee performance at the Electoral Commission

This research hypothesis three originated from the research question that stated that: How working environment affects employee performance? Thus the research hypothesis was tested and was accepted that, there is a significant positive relationship between working environment and employee performance. This study suggests that the more employees are satisfied with the working environment, the more they perform better at their jobs. The study found that the working environment was hazard free and safe. Hence staff get feedback on the good work done. This is in line with Cushway (1999) that re-affirmed this view when he noted that provision of feedback is an essential practice as employees have an intense desire to know how they are performing. He emphasised that feedback is expected from the supervisors, co-workers as well as clients. Thus supervisors can foster an enabling working environment by providing positive and immediate feedback.

The study finding also reveals that staff at the Commission are satisfied with the working conditions as well as the respect that is accorded them by their supervisors. This is in line with Greenberg (2005: 176), noted that job satisfaction is highest among employees who believe that their supervisors are competent, treat them with respect, and have their best interest in mind. Similarly, job satisfaction is enhanced when employees believe that they have open line of communication with their supervisors.

5.0 Conclusions

The purpose of the study was to determine the factors that influence job satisfaction on employee performance at Electoral Commission. The study set out to specifically: Examine how leadership styles influences employee performance at Parliamentary Commission; establish relation between reward systems and employee performance at Electoral Commission and to find out how working environment affects employee performance at the Electoral Commission.

5.1 Leadership style and employee performance at the Electoral Commission

As regard to the dimensions of job satisfaction, it was concluded according to hypothesis that the leadership style and employee performance were found to have a significant positive relationship. This means that leadership style has a significant positive effect on employee performance at the Commission, thus can be concluded that at the Commission, decisions are made by top management team; Communication is open through formal meetings and one to one discussions; and also staff are involved in making organisational policies. Therefore, the more employees are satisfied with the leadership style, the more they perform better at their work

5.2 Monetary and non monetary Reward system and employee performance at the Electoral Commission

According to the study findings, it was concluded that monetary and non monetary reward system has a negative relationship with employee performance, implying that staff are

satisfied with the salary they get; staff are not adequately compensated; and staff are rarely recognized for good performance. Therefore, If these reward systems are not improved or rectified, reward system at the Commission will continuously be poor and vice versa.

5.3 Working environment and employee performance at the Electoral Commission

From the study findings, it was concluded that working environment and employee performance were found to have a significant positive relationship. This means that working environment has a significant positive effect on employee performance at the Commission. Thus it can be concluded that at the Commission, working environment is hazard free and safe which allows the personal stress relieve to the employees and also not flexible enough to accommodate the personal needs of employees; and the staff are satisfied with the cordial relationship that they have with their supervisors. Therefore, the more employees are satisfied with the working environment, the more they perform better at their work.

6.0 Recommendations

Based on the findings, the following recommendations were made:

6.1 Leadership style and employee performance at the Electoral Commission

- The Electoral Commission management body should do an assessment to identify performance gaps due to leadership styles within the various departments. This will help minimise its overall effect on the employees which is likely to boost their performance.
- The employees at all levels should be given the opportunity to highlight issues of concern in their lives as a result of leadership styles. Also the Commission should enhance some democratic practices along staff hierarchies especially for subsequent plans. This will enable them to achieve high level of employee performance.
- Emphasis should be laid on the organisation policy. Management should have meetings with employees regularly where they can get some concerns from employees that will be beneficial to their happiness and growth of the organisation. The policy should not be fixed but flexible.

6.2 Monetary and Non-monetary Reward System and Employee Performance at the Electoral Commission

- Human Resource Department should have a clear promotion policy in order to regularly promote well qualified and experienced staff members as a way of improving staff performance.
- The system of rewarding employees based on performance should be transparent and fair. In order to have a fair linkage between performance and reward, management must convey to people how the assessment is done and converted to reward. There must be a system for assessing performance and competence; the assessment should be based on good information and informed opinion; the employees should be able to contribute to the assessment, they should know why the assessment has been made and they should appeal against the assessment if they feel it is not fair.
- More emphasis should be made on recognition and career advancement. Employees should be praised (Verbally and also issuing letters), and acknowledged privately and much more publicly as individuals or teams for the performance of the year.

6.3 Working Environment and Employee Performance at the Electoral Commission

- To avoid poor working conditions, the management at the Commission should provide a work environment that simultaneously achieves organization and employees' goals by motivating such work environment with quality of work life. This involves giving employees opportunity for their personal growth, achievement, responsibility, recognition and reward so as to get high quality productivity from employees and reduced turnover.

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