

**JOB SATISFACTION AND EMPLOYEE PERFORMANCE IN PRIVATE UGANDAN
UNIVERSITIES; A CASE STUDY OF KAMPALA INTERNATIONAL UNIVERSITY.**

BY

WAKYAYA JACOB MORDECAI

BEAS/38901/123/DU

**RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND
MANAGEMENT FOR THE AWARD OF A BACHELORS DEGREE OF
ECONOMICS AND APPLIED STATISTICS OF
KAMPALA INTERNATIONAL UNIVERSTY**

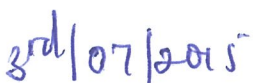
MAY 2015

DECLARATION

I **WAKYAYA JACOB MORDECAI** hereby declare that this is my original work and has never been submitted in any other academic institution for the award of a Bachelor's degree.

SIGNATURE: 

WAKYAYA JACOB MORDECAI

DATE: 

APPROVAL

I certify that this research report was carried out by Wakyaya Jacob Mordecai, BEAS/38901/123/DU under my supervision and is now ready for submission to the college of Economics and Management of Kampala International University.

SIGNED: Franklin.....

Mr. Muhereza Franklin

DATE: 13/07/2015.....

DEDICATION

I dedicate this piece of work to my family, my supervisor and friends which I owe personal gratitude and love for their generous contribution towards my academic journey.

ACKNOWLEDGEMENT

Academic work of this nature is a contribution of the efforts of many people. Firstly thank my lord Jesus Christ for working in me to the accomplishment of this research.

Secondly, my sincere gratitude goes to my parents Mr. Manana Silas and Mrs. Muyama Elizabeth for their moral, and financial support. May God bless you abundantly.

I extend my sincere appreciation to my supervisor, Mr. Muhereza Franklin for the genuine, and ideal guidance in acquainting me with academic research writing.

I do register my heart felt appreciation to Aunt Debbie and Mr. Bill Hackman for their material and financial support through my education. May God reward you abundantly.

I further appreciate my course mates such as Jafar, Christopher for their good cooperation and effort during the process of compiling this book. May God richly bless you.

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF FIGURES	viii
LIST OF TABLES	ix
ACRONYMS	x
ABSTRACT	xi
CHAPTER ONE	1
1.0 Introduction.....	1
1.2 Problem statement.....	3
1.3 Objectives of the study.	3
1.4 Research Questions.....	4
1.5 Research Hypothesis.	4
1.6.0 Scope of the study.	4
1.6.1 Geographical scope.	4
1.6.2 The content scope.....	4
1.6.3 Time scope.....	5
1.7 Operational definitions.....	5
1.8 Significance of the study.....	5
1.9 Conceptual frame work of the study.....	6
CHAPTER TWO	8
LITERATURE REVIEW	8
2.0 Introduction.....	8

2.1 Theoretical review.....	8
2.3 Related Studies.....	10
CHAPTER THREE.....	13
RESEARCH METHODOLOGY.....	13
3.0 Introduction.....	13
3.1 Research design:	13
3.2 Population of the study.....	13
3.3 Sample size.....	14
3.4 Sampling procedure.....	14
3.5 Data collection methods.....	14
3.5.1 Data collection instruments.....	14
3.5.2 Data gathering procedure.....	15
3.5.2.1 Pre data collection.....	15
3.5.2.2 During data collection.....	15
3.5.2.3 After data collection.....	15
3.6 Data processing and analysis.....	15
3.7 Validity and reliability.....	16
3.8 Ethical consideration.....	16
3.9 Limitations of the study and suggested solutions.....	17
CHAPTER FOUR.....	18
PRESENTATION, ANALYSIS AND INTERPRETATION.....	18
4.0 Introduction.....	18
4.1 Profile of Respondents.....	18
CHAPTER FIVE.....	31
DISCUSSION, CONCLUSIONS AND RECOMMENDATIO.....	31
5.1. SUMMARY FINDINGS.....	31
5:2. CONCLUSION.....	31
5.3. RECOMMENDATIONS.....	32

5.4. Areas of Further Research.....	32
REFERENCES	33
APPENDIX 1	35
RESEARCH INSTRUMENT: QUESTIONNAIRE.....	35
APPENDIX 2	39
BUDGET ESTIMATES FOR THE RESEARCH STUDY.....	39
APPENDIX 3	40
CURRICULUM VITAE FOR WAKYAYA JACOB MORDECAI.....	40

LIST OF FIGURES

Figure 1.9: Conceptual frame work of the study

LIST OF TABLES

- Table 4.1.1:** Showing the gender distribution of the respondents.
- Table 4.1.2:** Showing the age distribution of the respondents.
- Table 4.1.3:** Marital status of the respondents
- Table 4.1.4:** Level of education of the respondents
- Table 4.1.5:** Working position of the respondents
- Table 4.1.6:** Length of working period of the respondents in KIU
- Table 4.1.7:** Interpretation table for job satisfaction level
- Table 4.1.8:** The level of job satisfaction in KIU.
- Table 4.1.9:** Interpretation table for employment performance.
- Table 4.2.0:** Employee performance level.
- Table 4.2.1:** Showing the interpretation for impact of job satisfaction on employee performance.
- Table 4.2.2:** Showing the impact of job satisfaction on employee performance.
- Table 4.2.3:** A regression table comparing the relationship between job satisfaction and employee performance in KIU at a 0.05 level of significance.

ACRONYMS

KIU – Kampala International University

Std Dev – Standard Deviation

ABSTRACT

This research is entitled, "job satisfaction and employee performance in Ugandan private universities". The research was carried out in at Kampala International University. The aim of the study was to find out the impact of job on employees' performance in Ugandan private universities.

The study was guided by three specific objectives that is; to determine the level of job satisfaction in KIU; to determine the level of employee performance in KIU; to determine the impact of job satisfaction on employee performance in KIU. The hypothesis of the study was that, there is no relationship between job satisfaction and employee performance at a 0.05 level of significance.

The study used a case study design because it presented an opportunity to carry out an in depth investigation of the relationship between job satisfaction and employee performance. Besides a case study design was chosen because the problem at hand thus employee performance is paramount in the general performance and growth of any organization. Both qualitative and quantitative research techniques were used in both analysis and data collection. The study found out that there was a high impact of job satisfaction on employee performance in KIU.

The study concluded that despite the existence of medium levels of job satisfaction in some areas, the performance of the employees was generally high.

CHAPTER ONE

1.0 Introduction

This chapter presents the background (i. e historical, conceptual, theoretical, contextual), objective of the study, problem statement, research questions, hypothesis, scope of the study (i. e geographical, time, content scope), and significance of the study.

Most professionals and managers associate organizational performance to the satisfaction of employees. Questions like why an employee possessing skills and competencies much higher than others achieve poorer results than another employee with lower skills? Such questions asked by managers and researchers over time have made it look for plausible answers. Research examining the relationship between job satisfaction and performance has been conducted since as early as 1945 (Brody, 1945). The idea that job satisfaction leads to better performance is supported by Vroom's (1964) which is based on the notion that performance is a natural product of satisfied employees.

Job satisfaction has been defined as "feelings or affective responses to facets of the (workplace) situation" (Smith, Kendall, & Hulin, 1969). More recently, researchers have acknowledged that job satisfaction is a phenomenon best described as having both cognitive (thoughts) and affective (feelings) character. Brief and Weiss (2002) suggested that employee reports of affect at work can be used to measure job satisfaction and that affective experiences while on the job are also a cause of job satisfaction. In other words, employee job satisfaction is the affective state of employees regarding multiple facets of their jobs (Brown & Peterson, 1993); so job satisfaction comprises employee feelings and actions regarding multiple aspects of the job. There is also a cognitive component to job satisfaction (Organ & Near, 1985). This cognitive component is made up of judgments and beliefs about the job whereas the affective component comprises feelings and emotions associated with the job.

According to Armstrong (2006), he described job satisfaction as the attitude and feeling employees have towards their job. The feelings and attitudes are divided into two

categories which are the positive and negative attitudes. Pleasant feelings and positive attitudes tend to show that employees are satisfied while negative and unpleasant feelings exhibit dissatisfaction of employees. Motowidlo (2003) claimed that job performance is "the total expected value to the organization of discrete behavioral episodes that an individual carries out over a standard period of time". Usually employees who are able to perform better will have higher priority in being hired compared to those low performers. According to Pushpakumari (2008), a great effort is necessary for the employees to attain high performance in jobs. When the employees are satisfied with their jobs, they tend to be motivated, are willing to put more effort and commit more in their jobs. This then leads to the attainment of the organization's goals. In simple words, employees' job satisfaction plays an important role towards the successfulness of an organization, particularly in achieving higher level of employee's job performance. Therefore, achieving a high level of employee performance is considered the common goal for many organizations hence the need to look for the compelling factors that lead to this performance i.e. job satisfaction.

Job performance, on the other hand, consists of the observable behaviors that people do in their jobs that are relevant to the goals of the organization (Campbell, McHenry, & Wise, 1990). Campbell, McCloy, Oppler, and Sager (1993) explain that performance is not the consequence of behaviors, but rather the behaviors themselves. In other words, performance consists of the behaviors that employees actually engage in which can be observed. In contrast to the strictly behavioral definitions of job performance, Motowidlo, Borman, and Schmit (1997) say that rather than solely the behaviors themselves, performance is behaviors with an evaluative aspect.

The research study is based on Herzberg's two-factor theory which states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors causes dissatisfaction. According to Herzberg, individuals are not content with the satisfaction of lower-order needs at work; for example, those needs associated with safe

and pleasant working conditions. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. The theory goes on to relate job satisfaction and performance by suggesting that to improve to improve job attitudes and productivity, administrators must recognize and attend to both sets of factors that lead to satisfaction and those that lead dissatisfaction. Herzberg went further and collected data from interviews with 203 engineers and accountants in the Pittsburgh area, chosen because of their professions' growing importance in the business world. From analyzing these interviews, he found that job performance related to what an individual does; that is, to the nature and routine of the work one performs supervision, technical problems, salary, interpersonal relations on the job, and working conditions. It's on the basis on the Herzberg two factor theory that the researcher is going to conduct the study since it links performance to factors of job satisfaction. Most organizations today, in a bid to increase their success, have gone further to attach this to the level of employee performance. Hover the employee's performance is also determined by other factors including job satisfaction. It's in this interest that the researcher wants to identify how job satisfaction brings about employee performance.

1.2 Problem statement

An employee's job performance is very vital to the organization. The development of an organization is majorly the contribution of its employee's performance (Daft and Marcic, 2011). Therefore it's important to investigate how best an employee can get satisfied with their job so as to solve performance problems. Otherwise an unsatisfied employee cannot do the best for the organization.

1.3 Objectives of the study.

General objective

The general objective of the study is to establish whether job satisfaction has an effect on employee's performance.

Specific objectives were.

1. The specific objectives of the study are;
2. To determine the level of employee's job satisfaction in Ugandan private universities.
3. To determine the level of employees performance in Ugandan private universities.
4. To establish the impact of job satisfaction on employees performance in Ugandan private universities.

1.4 Research Questions.

1. What is the level of work output by Kampala International university employees?
2. What is the effect of job satisfaction on employee's performance in Kampala International University?
3. What factors affect employee's job satisfaction in Kampala International University?

1.5 Research Hypothesis.

The null and alternative hypothesis for the above study were;

H₀: There is no relationship between job satisfaction and employee's performance

H_A: There is a relationship between job satisfaction and employees performance.

1.6.0 Scope of the study.

This section deals with the geographical, content and time scope.

1.6.1 Geographical scope.

The study is limited to Kampala International University in Uganda. Kampala international university is one of the higher institutions of learning in Uganda, located in the capital city of Uganda i.e. Kampala. Kampala international university is located in makindye division along Kansanga Ggaba road.

1.6.2 The content scope.

The study will comprise the level of employee's performance, the effect of job satisfaction on employee's performance and the factors that affected employee's job satisfaction in private Universities in Uganda.

1.6.3 Time scope.

The study is to take 3 months. In the first month of April, the researcher is to write and present a proposal to the supervisor, the second month of May the researcher is to collect data on the variables under study and in the third month of June the researcher is to analyze the data, write the final research report and submit it to the department of Economics and Applied Statistics.

1.7 Operational definitions:

Job satisfaction refers to the positive emotional state that comes from the feeling of pleasure that an employee finds from his or her current job.

Employee performance refers to the employees' effectiveness in performing duties that are formally under their responsibility and contribute to the organization's technical core.

1.8 Significance of the study.

To the government of Uganda, the study will help to evaluate how best they can motivate university employees so as to increase their job satisfaction hence increased job performance.

To the students' community and the academic fraternity, the study will provide a basis for further research on job satisfaction and employee performance in Ugandan universities.

To KIU, the study will provide to the management knowledge of how satisfied their employees are and therefore look for ways of increasing their satisfaction which would lead to increased performance which implies increased organizational performance.

1.9 Conceptual frame work of the study:

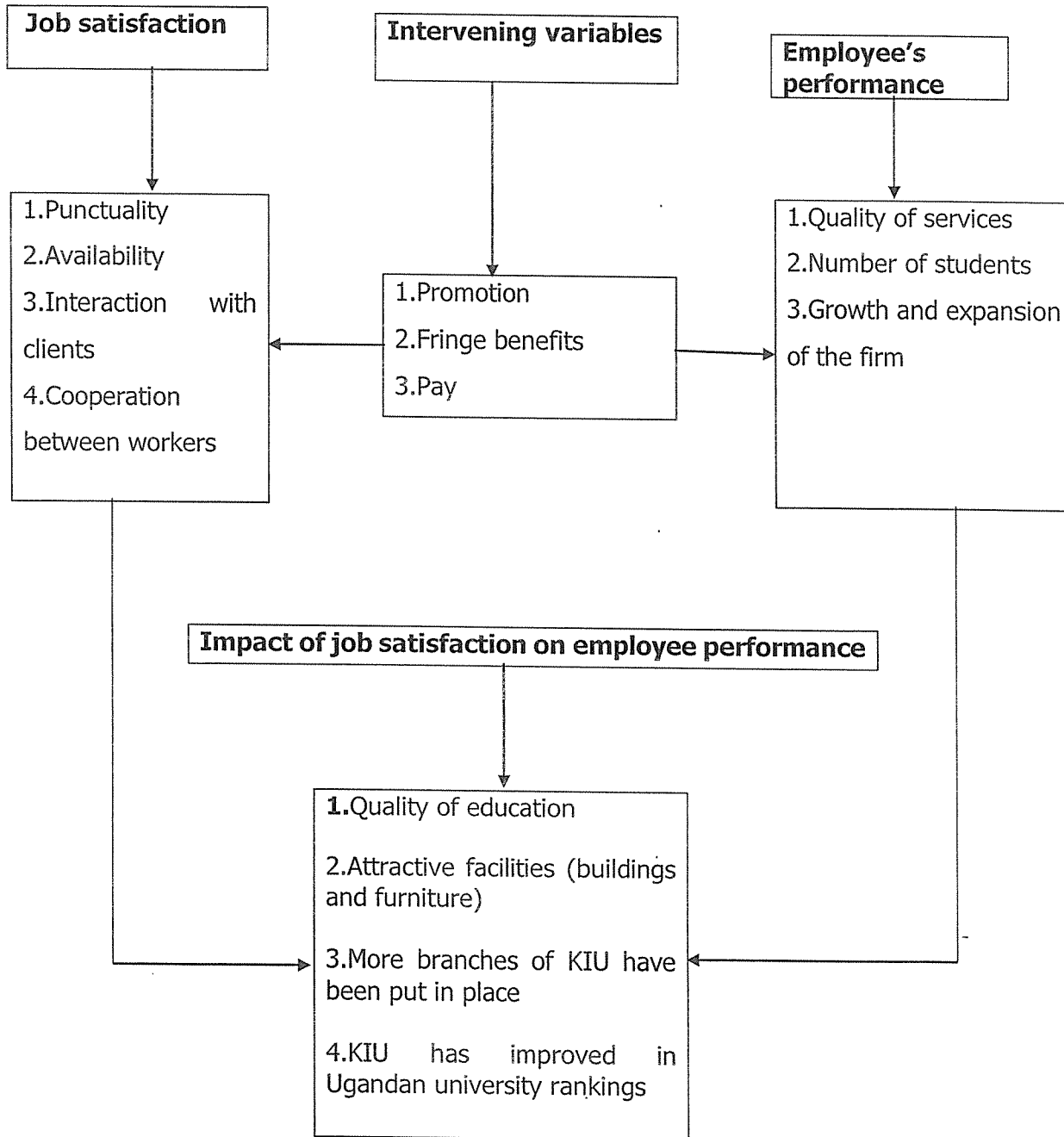


Figure 1.9 above shows the conceptual framework that demonstrates how the two variables (job satisfaction and employee's performance) are linked together. The

dependent variable here is the employee's performance and the independent variable is job satisfaction. Promotion, fringe benefits, pay are the intervening variables linking the independent variable and the dependent variable.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter will deal with the theoretical review of related literature and related studies on the study variables. The literature will be presented in accordance with the set objectives.

Conceptual definitions.

Job satisfaction is a positive emotional state that comes from the feeling of pleasure that an employee finds from his or her current job (Spector, 1997; Locke, 1976). Spector (1997) mentioned that job satisfaction is "simply how people feel about their jobs and the different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs". Job satisfaction is also being viewed as the "pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's values" (Abu-Saad and Hendrix, 1996). He further adds on that it's an emotional state that is obtained from the experiences in performing the job.

According to Borman and Motowidlo (1993), task performance is "the proficiency with which job incumbents perform activities that are formally recognized as part of their jobs; activities that contribute to the organization's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services".

2.1 Theoretical review;

Locke's Value theory

According to (Baron and Greenberg 2003), this theory tries to clarify that the impact of the various factors of job satisfaction can be determined by how much value an organization places on its employees through factors like the manager employee relations and how much attention the organization gives when an employee faces personal challenges. He says, if an organization knows the value placed on each factor, the greater the shift in satisfaction changes that will be produced. This theory also advocates that if

too much value is placed on a particular factor, stronger feelings of dissatisfaction will occur. Locke's theory is therefore multifaceted and greatly specific for each individual. This can be illustrated in the following example: Two employees that perform the same task at the same place of work may experience the same level of satisfaction but in totally different ways. The one employee may be strongly influenced by the physical aspects of the job whilst the other employee may be influenced by the challenge and variation inherent in the job (Locke, 1976). In contrast, Baron and Greenberg (2003) argue that although Locke's Theory has not been extensively researched, a great amount of emphasis placed on values alludes that job satisfaction may rise from factors. This theory as well is significant to this study as it is essential to guide in determining the factors that contribute towards the varying degrees of job satisfaction or job dissatisfaction.

The research study will be bench marked on Herzberg's two factor theory that considers that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors causes dissatisfaction. This theory will try to link the two variables job satisfaction and employee performance. According to Ehsan and Basharat Naeem (2013), Herzberg's theory on motivation has been widely accepted and remained a topic of great interest among sales managers and psychologists because of its theoretical and practical simplicity. His emphasis on identifying what satisfies or dissatisfies an employee and initiate change programmes to nurturing their satisfaction and doing away with job dissatisfaction which may motivate them for higher performance. Kwasi Dartey-Baah (2011) suggests that as Herzberg explained in his theory, it does not only take the motivating factors to satisfaction of employees. He suggests that to motivate and satisfy an employee, managers need to effectively blend the factors well to suit the special needs of the employees. He further suggests that for increased organizational performance and commitment to work, there is need to manage efficiently factors that lead to the satisfaction of employees. Worlu, Rowland E.K in their study on the validity of the Herzberg theory on job satisfaction of political marketers, state that the Herzberg theory is questionable. In their use of the theory to ascertain its validity, the respondents indicated that they received job satisfaction from the prevailing factors including co-

workers. This they said is evidence that some factors if handled in a poor manner would lead to the dissatisfaction of workers and reduces their performance. However, Worlu suggests that the theory may provide more meaningful results in determining job satisfaction. Rowland E.K further suggests that there is no gain saying that the two factor theory is useful to the extent that it helps managers to be aware of how employees should be satisfied in order to trigger performance.

2.3 Related Studies

Wong Yvone, Rabeatul Husna Abdull Rahman and Choi Sang Long (2014) conducted a study on the impact of job satisfaction on employee performance in Malaysia among large franchised retail chain of works. They used deferential and descriptive statistics to analyze and interpreted the data of their study. The findings of the study showed that employees are satisfied with their jobs especially in the dimension of co-workers. They further found out that nature of work is one of the job satisfaction dimensions that receive high satisfaction among employee. They concluded that job performance level among employees was high. The high performance was due to the satisfaction they got as a result of doing their work.

Aries Susanty, Rizqi Miradipta (2013) conducted a study on employee performance, the effect of attitude towards work and job satisfaction of managerial and staff of PT Intech, an electronic company in Indonesia. They used the Structural Equation Modelling (SEM) technique in collection and analysis of data. The results from the analysis showed that attitude towards work did not have significant impact on the job performance of the staff of PT Intech. They found out that job satisfaction had a high significance on employees' performance compared to attitudes towards work.

Heryanto (2011) conducted a research study on the effect of job satisfaction on managerial performance in Bank Nagari Padang Headquarters in Indonesia. The data was analyzed in SPSS (Statistical Package for Social Scientists) and used simple regression in

the analysis and interpretation of the data. The findings of the study showed that the coefficient of job satisfaction gained by 93.4% influenced by the performance of managerial and 6.6% caused by other factors. This he interpreted that the dominant managerial performance contributes to employee satisfaction. He conclusively made it that a higher level of job satisfaction gained and felt by all employees is also an increasing managerial performance. He recommended that in an effort to anticipate competition that occurs in the future, the company is expected to be more active at in considering the welfare of their of their employees to get job satisfaction and higher managerial performance so that productivity and loyalty to the can be higher.

Dina Maria LUT (2012) in her study on the connection between job motivation, job satisfaction and work performance in the Romanian Trade Enterprises in Rome, she used SPSS and excel Windows in the analysis of the data collected. Based on the correlation analysis, the research findings between the variables provided that there is a direct link between employee job satisfaction and their performance. She further found out that the connection between job motivation, job satisfaction and job performance is not linear.

M.D Pushpakumari (2008) conducted a study in the private sector organizations of Sri Lanka, he analyzed the data using coefficient of correlation to identify the impact of job satisfaction on employees' performance and calculated by using level of job satisfaction as the independent variable and level of performance as the dependent variable. He also used the statistical technique of for paired comparison of means to determine the satisfaction which is derived from extrinsic rewards. The findings of the study showed that employees' who are at higher levels tend to derive more satisfaction from intrinsic rewards. Sex has no significant impact on job satisfaction. High job satisfaction leads to less turnover of employees in the private sector organization.

Alina Hyz (2010) also conducted an empirical investigation on job satisfaction and employee performance of Greek banking staff in Greece. She used descriptive analysis in

the analysis and interpretation of the data collected. The findings of the study showed that age, gender, years of experience, educational level are very independent of job satisfaction and performance results. The findings further showed that the higher the position of the employee in the organization, the higher the level of satisfaction. It also showed that the factors that impact the satisfaction of an employee also influence that employee's performance. Factors such as autonomy, team work, clarity of responsibility, relationships with co-workers, and cooperation with management show a positive correlation though the intensity varies considerably.

Gamage Dinoka Nimali Perera, Khatibi, Nimal Navaratna, Karuthan (2014) conducted a research on job satisfaction and job performance among factory employees in Apparel sector in Sri Lanka. They used the standard statistical analysis of Structural Equation Modelling was used in the analysis and interpretation of the data. The findings showed that job satisfaction positively affects job performance. The findings further stated that when the factory employees are satisfied with their jobs, they like to provide effective works which improve the job performance in the organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction:

This study utilized a questionnaire survey for data collection. The two main variables under study were job satisfaction and employee performance. Although the earlier research studies showed the linkage between job satisfaction and job performance, the link was unclear. This chapter therefore indicated the research design, research instruments and data analysis techniques.

3.1 Research design:

The study was a case study design employing both quantitative (experimental) and qualitative (non-experimental) approaches in both data collection and analysis. A case study design was used because it presented the opportunity to conduct an in depth investigation of the relationship between job satisfaction and employee performance in Ugandan private universities in that case being KIU. Besides a case study was chosen because job satisfaction could not only be measured among KIU employees in Uganda, but it could be measured even in other private universities located in Uganda. KIU was therefore used as a case study from where the findings were expected to give a general picture of what was happening in Ugandan private universities.

3.2 Population of the study:

The research study was interested in employees of KIU. KIU at that time had a population of 250 employees, this included the academic and nonacademic staff. The researcher was interested in carrying out the study from KIU because employee performance levels are very important in the performance and progress of any private university and above all it was a way of minimizing the bureaucracies since this was the institution where the researcher hailed.

3.3 Sample size

A sample size of 154 Respondents was taken from the target population of 250 employees of KIU consisting of both the teaching and non-teaching staff. The non-teaching staff included security personnel, librarians, receptionists/ secretaries and administrators. This was because the representative sample according to Gall (1996) gives results that can be generalized to the study population. Slovene's formula was used in calculating the minimum sample size as shown below.

$$n = \frac{N}{1+N(\alpha^2)}$$

Where;

n = sample size

N = target population

α = 0.05 coefficient of validity

3.4 Sampling procedure

Simple random sampling was used to select a representative sample from KIU since all KIU employees could not be interviewed due to limited time and funds, this was also used to collect primary data from the employees. This was because some of the employees for example security personnel were easy to identify since they were dressed in their uniforms. In addition simple random sampling was easy to apply.

3.5 Data collection methods

In this study, questionnaires were used to collect primary data from employees of KIU. This was because questionnaires help to minimize costs and time compared to face to face interviews. Questionnaires also helped the researcher get confidential information from the employees which they could hesitate to reveal during a face to face interview.

3.5.1 Data collection instruments

Questionnaires

Well designed questionnaires by the researcher were used to collect data from the employees in KIU. This instrument was preferred because it allowed many respondents to be interviewed at the same time and therefore saved time and money.

3.5.2 Data gathering procedure

3.5.2.1 Pre data collection

The researcher designed the questionnaire. After the questionnaire was designed, it was presented to experts like the researcher's supervisor to determine its validity.

3.5.2.2 During data collection

The researcher moved to the individual employees to present the questionnaire for filling. The researcher also read through the questionnaires thoroughly and correct the mistakes to reduce the workloads. The researcher also remained neutral (unbiased) thus avoided emotions and suggestive questions to the respondents during data collection.

3.5.2.3 After data collection

The researcher edited the data. Data editing was done to check the consistency, logic and completeness of the responses given after all the questionnaires were collected. After editing, qualitative data was coded and then entered in the computer using SPSS for easy analysis.

3.6 Data processing and analysis

Cross tabulations, frequency counts and means were run in order to establish the relationship between the study variables. This was also used to aid the construction of tables represent the data. Tables of men, frequency standard deviation and ranks were used in the analysis of the several contracts under investigation which were used to make conclusions on the job satisfaction levels, employee performance levels and the impact of job satisfaction on employee performance. A regression analysis was also done to find

out if there was a significant relationship between job satisfaction and employee performance

3.7 Validity and reliability

The validity of the instrument was measured by using content validity index (CVI), where different experts in the field were requested to rate the questionnaire. Then later, the researcher calculated the CVI that is given by the formula;

$$CVI = \frac{\text{Number of valid items}}{\text{Total number of items in the questionnaire}}$$

Different CVIs from different experts were calculated and then the average was calculated from these different experts. If the average is 0.7 and above, the instrument would be regarded as valid. The reliability of the instrument was tested by using the retest method. The researcher tested the questionnaire to 8 respondents and after 1 week, he again tested the questionnaire using the same respondents to see whether the responses were consistent. This was done through correlation analysis of the 2 responses. It should be noted however that these 8 respondents were be included in the final research.

3.8 Ethical consideration

The respondents' consent to participate in the study was sought before they enrolled in the study. To make this possible, the researcher explained to each respondent the intentions of the study and why it was necessary for the respondent to participate.

The respondents were also informed of the freedom of decline in responding to any question they were not comfortable with.

The respondents were also assured of total confidentiality of the information they would give on grounds that their names/identities were not included anywhere in the research report and to ensure this they did not write their names on the questionnaires.

3.9 Limitations of the study and suggested solutions

Financial problems in terms of photocopying, secretarial services were a big problem since the researcher was not well equipped in terms of finance. This was minimized through seeking facilitation from parents for financial assistance therefore making the research successful.

Time frame in which the researcher was required to produce the final report was not enough. This was overcome by dedicating more time to the research report.

The researcher was faced with a number of problems in conducting the research due to lack of experience. This was minimized by consulting and getting advice from experienced researchers including the supervisor.

Limited access to information. It was common for individuals to withhold information pertaining their happiness with the organization they were working with especially their financial status. This was overcome by explaining to respondents to understand that the research is for academic purposes only.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the findings, the analysis and interpretation of the results. The results were presented according to the objectives of the study which included; determining the impact of job satisfaction on employee performance in KIU; to determine the level of employee job satisfaction of KIU employees; to determine the level of employee performance. First, this is a look at the demographic characteristics of the respondents;

4.1 Profile of Respondents

Table 4.1.1: Showing the gender distribution of the respondents.

Gender of respondents	Frequency	Percentage	Cumulative Percentage
Male	78	50.6	50.6
Female	76	49.4	100.0
Total	154	100.0	

Source; SPSS output (primary data, June 2015)

Table 4.1.1 shows the distribution of the gender of the respondents. There were 78 males representing 50.6% of the respondents and 76 females representing 49.4% of the respondents. This shows that the study took into consideration the gender aspect in the collection of the data.

Table 4.1.2: Showing the age distribution of the respondents.

Age of respondents	Frequency	Percentage	Cumulative Percentage
(18-29)	41	26.6	26.6
(30-39)	54	35.1	61.7
(40-49)	39	25.3	87.0
50 and above	20	13.0	100.0
Total	154	100.0	

Source; SPSS output (primary data, June 2015)

Table 4.1.2 shows the age distribution of the respondents. All ages were evenly represented where the age bracket of (18-29) had 26.6%, (30-39) had 35.1%, (40-49) had 25.3%, 50 and above had 13.0%. This study included all age brackets.

Table 4.1.3: Marital Status of the respondents

Respondents' marital status	Frequency	Percentage	Cumulative Percentage
Single	58	37.7	37.7
Married	72	46.8	84.4
Widowed	19	12.3	96.8
Separated/ divorced	5	3.2	100.0
Total	154	100.0	

Source; SPSS output (primary data, June 2015)

Table 4.1.2 shows the marital status distribution of the respondents' marital status. This was taken for the fact that marital status of somebody can also affect their satisfaction at the job. In this case, the composition of the respondents had 37.7% single people, 46.8% married people, 12.3% were widowed and 3.2% were separated/divorced from their spouses.

Table 4.1.3: Level of education of the respondents

Level of education	Frequency	Percentage	Cumulative Percentage
Secondary	12	7.8	7.8
professional certificate	41	26.6	34.4
Diploma	34	22.1	56.5
University	67	43.5	100.0
Total	154	100.0	

Source; SPSS output (primary data, June 2015)

The study also considered collecting data on the respondents' level of education. The study findings showed that 7.8% of the respondents were secondary level graduates, 26.6% were professional certificate holders, diploma holders were 22.1% and university graduates thus bachelor's degree, master's degree and PhD holders were 43.5%. This data was important to collect since a certain level of education can influence one's satisfaction level and performance due to possession of specialized skills.

Table 4.1.4: Working position of the respondents

Working position	Frequency	Percentage	Cumulative Percentage
Lecturer	39	25.3	25.3
Administrator	30	19.5	44.8
receptionist/secretary	24	15.6	60.4
security personnel	33	21.4	81.8
Librarian	28	18.2	100.0
Total	154	100.0	

Source; SPSS output (primary data, June 2015)

Table 4.1.4 presents the working position of the respondents. The results were as indicated in the table. The respondents that were approached were lecturers, administrators, receptionists/secretary, security personnel and librarians.

Table 4.1.5: Length of working period of the respondents in KIU

Length of working period	Frequency	Percentage	Cumulative Percentage
less than 1 year	30	19.5	19.5
(1-3years)	37	24.0	43.5
(3-5years)	55	35.7	79.2
more than 5 years	32	20.8	100.0
Total	154	100.0	

Source; SPSS output (primary data, June 2015)

Table 4.1.5 presents the length of working period of the respondents in KIU. This was taken because respondents who had spent more time working in KIU would give better information on its performance.

Table 4.1.6: Interpretation table for job satisfaction level

Minimum	maximum	Scale rating	interpretation
1.00	1.80	Very satisfied	Very high
1.81	2.61	Satisfied	High
2.62	3.41	Medium	Medium
3.42	4.21	Dissatisfied	Low
4.22	5.00	Very dissatisfied	Very low

Source; SPSS output (primary data, June 2015)

Table 4.1.7: The level of job satisfaction in KIU.

Job satisfaction	Mean	Std. Deviation	Rank	Interpretation
Students always appreciate for the service I offer.	2.11	.875	1	High
When a student is dissatisfied, I usually correct the problem to their satisfaction	2.16	.964	2	High
Overall I am satisfied with my job at KIU	2.20	.827	3	High

I always go beyond what is expected of me to make students happy with my services at KIU	2.28	.836	4	High
I always complete my assignments before the deadlines	2.31	1.169	5	High
My work gives me a feeling of being around the university always to serve students	2.32	1.124	6	High
I am confident of getting a better job in KIU	2.34	.932	7	High
I would advise a friend to apply for a job at KIU	2.34	.872	8	High
My colleagues and the administration do not segregate basing on tribe, race, gender, age when performing duties.	2.35	1.146	9	High
I feel encouraged to report for duty on time	2.38	1.200	10	High
I experience personal growth such as development of skills and learning different when I am at work at KIU	2.39	1.068	11	High
My colleagues are so responsive and cooperative when it comes to performing duties together	2.75	1.082	12	Medium
KIU recognizes its employees in their different capacities as individuals.	2.76	.997	13	Medium
I take part in every activity that is not in my working hours whenever called upon	2.79	1.078	14	Medium
I get adequate opportunity to interact with fellow employees of KIU on a formal level	2.85	.838	15	Medium
Over all mean	2.42			High

Source; SPSS output (primary data, June 2015)

Findings on job satisfaction showed that most employees agreed that students always appreciate the services they offer (mean=2.11, Std dev=0.875, rank=1). This implies that the employees are satisfied highly satisfied with their job.

The research findings further showed that employees agreed that when a student was dissatisfied, they took time to correct the problem to make the student satisfied shown by (mean=2.16, Std dev=0.964,rank=2). This implied that the employees were satisfied with their job.

The research findings also showed that employees agreed that they always went beyond what is expected of me to make students happy with their services at KIU (mean=2.28, Std Dev=0.836, rank=4) implying that employee were highly satisfied with their job.

The study findings also showed that employees agreed that they always complete their assignments before the deadlines (mean=2.31, Std Dev=1.16, rank=5) which implies that employees were highly satisfied with their job.

The findings also showed employees work gave them a feeling of being around the university always to serve students (mean=2.32, Std Dev=1.124, Rank=6) implying that most employees were highly satisfied with their job.

The findings further showed that employees were confident of getting a better job in KIU (mean=2.34, Std Dev=0.932, rank=7) showing that employees were highly satisfied with the job.

The study findings also showed that most employees agreed that they would advise a friend to apply for a job at KIU (mean=2.34, Std Dev=0.872, rank=8) showing that the employees were highly satisfied with their job.

The study findings also showed that most employees agreed that their colleagues and the administration do not segregate basing on tribe, race, gender, age when performing duties (mean=2.35, Std Dev=1,146, rank=9) showing that the way colleagues and administration treats the employees makes them highly satisfied.

At an overall level, most employees agreed that they were highly satisfied with their job at KIU shown by (mean=2.20, Std Dev=0.83, rank=3). Conclusively, the research findings showed that most employees were highly satisfied with their job at KIU indicated by an overall average mean=2.42. The best cons tract in the satisfaction of employees according to the research findings was that students always appreciated the services they offer at KIU with a rank of 1 whereas the worst cons tract in the satisfaction level was the failure to get adequate opportunity to interact with their fellow employees of KIU at a formal level which was ranked 15.

Table 4.1.8: Interpretation table for employment performance.

Minimum	Maximum	Scale rating	Interpretation
1.00	1.80	Very high performance	Very high
1.81	2.61	High performance	High
2.62	3.41	Medium performance	Medium
3.42	4.21	Low performance	Low
4.22	5.00	Very low performance	Very low

Source; SPSS output (primary data, June 2015)

Table 4.1.9: Employee performance level.

	Mean	Std. Deviation	Rank	Interpretation
There has been an increase in the number of buildings, furniture, constructed in KIU in the last 3 years.	2.45	1.023	9	High
More programmes/courses have been introduced in KIU in the last 3years	2.29	.914	8	High
There are minimal complaints from students on the services I offer in KIU	2.18	.867	7	High
The number of students has generally increased in KIU compared to the previous academic years	2.13	.868	6	High
Students at KIU always have lectures and on time	2.12	.656	5	High

I am readily available to attend to the students and answer their questions	2.06	.981	4	High
KIU has opened up more study centers/branches in other districts and countries.	2.04	.877	3	High
Students have come from different locations to study at KIU compared to the previous academic years	2.00	.893	2	High
I always appear neat and professional during working time	1.90	.697	1	High
Grand mean	2.13			High

Source; SPSS output (primary data, June 2015).

Table 4.1.9 Represents responses on the information gathered from respondents in KIU on employee performance. Looking at individual questions of section c of the questionnaire; the research findings showed that reasonable number of respondents agreed that there was an increase in the number of buildings, furniture, constructed in KIU in the last 3 years (mean=2.45, Std Dev=1.023, rank=9) implying a high level of employee performance.

The findings also showed that most employees agreed that more programmes/courses had been introduced in KIU in the last 3 years indicated by (mean=2.29, Std Dev=0.914, rank=8) which indicates a high level of employee performance.

The research findings further showed that there were minimal complaints from students on the services the employees offered in KIU indicated by (mean=2.18, Std Dev=0.867, rank=7) implying that employees had a high level of performance that minimized the complaints.

The study also showed that the number of students had generally increased in KIU compared to the previous academic years shown by (mean=2.13, Std Dev=0.868, rank=6) implying the employees had a high level of performance to attract the increase in the number students.

The findings also showed that students at KIU always had lectures and on time shown by (mean=2.12, Std Dev=0.656, rank=5) implying employees had a high level of performance since they contribute the facilitation of these lectures and on time.

The research findings also showed that employees were readily available to attend to the students and answer their questions indicated by (mean=2.06, Std Dev=0.981, rank=4) implying that their job performance was high.

The findings also showed most respondents agreeing that KIU had opened up more study centers/branches in other districts and countries indicated by (mean=2.00, Std Dev=0.893, Rank=2) implying employees had a high level of performance.

The study findings also indicated most respondents agreeing that they always appeared neat and professional during working time shown by (mean=1.90, Std Dev=0.697, rank=1) also implying that employees had a high level of performance.

In here, the best area of performance was ranked 1 which was the dress code and appearance and the least area of performance was the increase in the number of buildings, furniture in KIU in the last 3 years ranked number 9. Overall, the level of performance of employees at KIU according to the research findings showed that it was high with a mean of 2.13.

Table 4.2.0: Showing the interpretation for impact of job satisfaction on employee performance.

Minimum	maximum	Scale rating	Interpretation
1.00	1.80	Very high	Very high impact
1.81	2.61	High	High impact
2.62	3.41	Medium	Medium impact
3.42	4.21	Low	Low impact
4.22	5.00	Very low	Very low impact

Source; SPSS output (primary data, June 2015)

Table 4.2.1: Showing the impact of job satisfaction on employee performance.

	Mean	Std. Deviation	Rank	Interpretation
KIU has improved in the university rankings in Uganda	1.87	.806	1	High
KIU has attractive and comfortable educational facilities (buildings, Furniture)	1.97	.749	2	High
There is an improvement in academic research, technology 4innovativeness, and invention	2.11	.867	3	High
KIU provides good quality education	2.19	.733	4	High
KIU has put in place more branches/colleges	2.21	.905	5	High
KIU is popular compared to any other private university in Uganda	2.24	1.054	6	High
KIU boasts of increased profits	2.38	1.049	7	High
Overall mean	2.14			High

Source; SPSS output (primary data, June 2015).

In the assessment of the impact of job satisfaction on performance, specific questions were addressed to ascertain the outcome. The research findings also give the results as laid out; the research findings showed that there is a high improvement in the university rankings of KIU in Ugandan universities shown by (mean=1.87, Std Dev=0.806, rank=1). This implies that the employees ability to report on time for duty and taking responsibility to go beyond what is expected of them to correct and satisfy the students led to better performance and hence improvement in the university rankings.

The findings also showed that most respondents agreed that KIU has attractive and comfortable educational facilities (buildings, Furniture) indicated by (mean=1.97, Std Dev=0.749, rank=2) implying that the impact of job satisfaction on employee performance is high.

The research findings further indicated that there is an improvement in academic research, technology innovativeness, and invention shown by (mean=2.11, Std Dev=0.867, rank=3) implying that the impact of job satisfaction on the performance of employees in terms of academic research, innovations and inventions is high.

The study findings also showed that most respondents agreed that KIU provides good quality education indicated by (mean=2.19, Std Dev=0.733, rank=4). This implied that job satisfaction levels like reporting on duty on time, employees' completion of their work on time has led to provision of high good quality education by the employees.

The research findings further showed that most respondents agreed that KIU has put in place more branches/colleges indicated by (mean=2.21, Std Dev=0.905, rank=5) implying that the high satisfaction levels which include reporting on time for duty, taking time to make students satisfied with their work led to the increase in number of students at KIU hence the high need to widen and open up more branches.

The study findings equally showed most respondents agreeing that KIU is popular compared to any other private university in Uganda indicated by (mean=2.24, Std Dev=1.054, rank=6) implying that the employees' high level of satisfaction led to high performance hence employees are able to spread and talk about the good name of KIU everywhere making it highly popular.

The study showed most respondents agreeing that KIU boasts of increased profits indicated by (mean=2.38, Std Dev=1.049, rank=7) implying that the high increased number of students has led to the high profit levels. Job satisfaction had a greater impact on the improvement in the rankings of KIU among Ugandan university where its ranked number 1 and it had the least impact on the increase in the profits of KIU which is ranked number 7. Generally, the impact of job satisfaction on employee performance is high

indicated by an overall mean of 2.14. This implies that the high level of job satisfaction (mean=2.42) has made employees perform so highly (mean=2.13).

Table 4.2.2: a regression table comparing the relationship between job satisfaction and employee performance in KIU at a 0.05 level of significance.

Source of variation	Df	SS	MS	F-ratio
Treatments	1	18.36374094	18.36374094	2.63851219
Error	152	1057.902493	6.959884821	
Total	153	1076.266234		

Source; SPSS output (primary data, June 2015).

Since the computed value of F (2.635) is less than the critical value of F (5.02), I fail to reject the null hypothesis at 0.05 level of significance and conclude that there is no relationship between job satisfaction and employee performance.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATION

5.1. SUMMARY FINDINGS

The main objective of this study was to investigate the impact of job satisfaction on employee performance in KIU one of the private universities in Uganda. It was found out from the research findings that the job satisfaction levels of KIU employees was generally high with mean 2.42. It was further found out that the employee performance levels of KIU employees was also high with mean 2.13. This would have been attributed to by the high job satisfaction levels of the employees. However, to ascertain this assumption, a number of questions were asked to ascertain this impact and the results showed that the impact was high with mean=2.14, a regression analysis was also done on the two variables at a 5% level of significance and the results showed that there was no significant relationship between the two.

5:2. CONCLUSION

The study found out that employee performance was high in terms of the number of students has generally increased in KIU compared to the previous academic years, students at KIU always have lectures and on time, and the employees were readily available to attend to the students and answer their questions, KIU had also opened up more study centers/branches in other districts and countries. The study also revealed that the job satisfaction level of KIU employees in terms of KIU recognizing its employees in their different capacities as individuals, employees' colleagues being so responsive and cooperative when it comes to performing duties together, availability adequate opportunity to interact with their fellow employees of KIU on a formal level is generally not satisfying thus its medium. However, despite the medium levels in some contracts of job satisfaction, the impact of job satisfaction on employee performance is generally high and this has led to the rapid expansion of KIU and the private universities in general.

5.3. RECOMMENDATIONS

The private universities in Uganda should aim at making their employees satisfied by providing conditions, materials, benefits and an environment that enhances job satisfaction. Because out of this, when the employees are satisfied, it will lead to their better performance and hence improving the university performance in general on a large scale. The universities should also aim at recognizing their employees as individuals because employees are the focal point for the growth and expansion of any university.

5.4. Areas of Further Research

The results of this research report are not very conclusive and should be treated as being preliminary. Further analysis of the survey data about the study needs to be carried out to validate these findings and provide greater confidence in explaining the impact of job satisfaction on employee performance in KIU. Further research should be carried out to investigate the impact of employee performance on university growth and expansion.

REFERENCES

- Adeloka, B. (2012). The Impact of Organisational Commitment on Job Satisfaction: A Case Study of Employees at Nigerian Universities. *International Journal Of Human Resource Studies*, 1-17.
- Alderfer, C. P. (1972). *Existence, Relatedness and Growth: Human Needs in Organisational Settings*. New York: Free press.
- Amir Ali Chughtai, F. B. (2009). Linking Trust in the Principal to School Outcomes. *International Journal of Educational management*, 574-589.
- Brewster, C. L. (1992). Human Resource in Europe; Evidence from 10 Countries. *The International Journal of Human Resource Management*, 409-434.
- Buckinham, M. C. (1999). *First Break All the Rules, What the World's great Managers Do*. *European Journal of Business and Management*.
- Carpenter, M. T. (2009). *Principles of management*. New York: Flat World Knowledge.
- Dessler, G. (2007). *Organistional Behaviour-Human Resource management*. Pearson Education Corporation.
- Elding, D. (2005). *Modelling Employee Motivation and Performance*. Doctoral Dissertation, University of Birmingham.
- Hindula, L. (1996). *Impoving Employee Empowerment*. *CPA Journal*.
- KondalKar, V. (2009). *Organistion Effectiveness and Change Management*. New Delhi-110001: PHL Learning Ltd.
- Krietner, S. (1995). *The Good Manager's Guide (1st ed.)*. Syne Publishers, London.
- Luthans, F. (2008). *Organistional Behaviour*. McGraw Hill Ltd.
- Mamzoor, Q. A. (2012). *Impact of Employee Motivation on Organistional Effectiveness*. In *Business management and Strategy* (p. 1).

- Paul Bowen, K. C. (2008). Job Satisfaction of South African Quantity Surveyors. *Engineering Construction and Architectural Management*, 260-269.
- Porter, L. L. (1968). *Managerial Attitudes and Performances*. Irwin.
- Robbins, S. P. (2007). *Organisational Behaviour*. In Prentise-Hall. New Jersey.
- Susan J. Linz, A. S. (2005). *Attitudes and Performance: An Analysis of Russian Workers*. William Davidson Institute Working Paper.
- Swanson, R. A. (2001). *Foundations of Human Resource Development*. San Francisco: Berrett-Koehler.
- Wallace, E. L. (2009). *Service Employee Performance: Its components and Antecedants* (8th ed.). J. Relat. Market.
- Zahargier, M. S. (2011). *Factors Affecting Employees' Performance in Ready-Made Garments (RMGs) in Chittagong*. Bangladesh: Economic Sciences Series.

APPENDIX 1

RESEARCH INSTRUMENT: QUESTIONNAIRE

Dear Respondent,

The questions that follow are intended to facilitate a study on job satisfaction and employee performance in Kampala International University. Please take a few minutes of your time and answer them appropriately. Your responses will be used for academic purposes only and will be treated with at most confidentiality.

Please tick around your preferred response where applicable.



SECTION A: PERSONAL INFORMATION

1. Gender

1. MALE 2. FEMALE

2. Age

1. (18-29years) 2. (30-39years) 3. (40-49years)

4. 50 and above

3. Marital status

1. Single 2. Married 3. Widowed 4. Separated/Widowed

4. Educational level

1. Primary 2. Secondary 3. Professional Certificate

4. Diploma 5. Degree

5. Which of the following best describes your position in KIU

1. Lecturer 2. Administrator 3. Receptionist/Secretary

4. Security personnel 5. Librarian

6. How long have you worked in KIU?

1. Less than 1 year 2. (1-3years) 3. (3-5years)

4. More than 5years

SECTION B: Job satisfaction level

For the questions that follow in all sections, please tick the preferred box depending on what degree you are satisfied with them. Below is a guide on which degree you may give your view.

1. Strongly Agree
2. Agree
3. Not sure
4. Disagree
5. Strongly disagree

Employees' job satisfaction level

No	Question	1	2	3	4	5
1.	I feel encouraged to report for duty on time					
2	I always complete my assignments before the deadlines					
3.	I take part in every activity that is not in my working hours whenever called upon					
4.	My work gives me a feeling of being around the university always to serve students					
5.	I experience personal growth such as development of skills and learning different when I am at work at KIU					
6.	KIU recognizes its employees in their different capacities as individuals.					
7.	When a student is dissatisfied, I usually correct the problem to their satisfaction					
8.	Students always appreciate for the service I offer					
9.	I always go beyond what is expected of me to make students happy with my services at KIU					
10.	I get adequate opportunity to interact with fellow employees of KIU on a formal level					

11.	My colleagues are so responsive and cooperative when it comes to performing duties together					
12.	My colleagues and the administration do not segregate basing on tribe, race, gender, age when performing duties.					
13.	I am confident of getting a better job in KIU					
14.	I would advise a friend to apply for a job at KIU					
15.	Overall I am satisfied with my job at KIU					

Section C: employees' job performance level

No	Question	1	2	3	4	5
1.	Students at KIU always have lectures and on time					
2.	I always appear neat and professional during working time					
3.	I am readily available to attend to the students and answer their questions					
4.	There are minimal complaints from students on the services I offer in KIU					
5.	The number of students has generally increased in KIU compared to the previous academic years					
6.	Students have come from different locations to study at KIU compared to the previous academic years					
7.	KIU has opened up more study centers/branches in other districts and countries.					
8.	There has been an increase in the number of buildings, furniture, constructed in KIU in the last 3 years.					
9.	More programmes/courses have been introduced in KIU in the last 3years					

Section D: impact of job satisfaction on employee performance

No	Question	1	2	3	4	5
1.	KIU provides good quality education					
2.	KIU has attractive and comfortable educational facilities (buildings, Furniture)					
3.	KIU has put in place more branches/colleges					
4.	KIU has improved in the university rankings in Uganda					
5.	There is an improvement in academic research, technology innovativeness, and invention					
6.	KIU boasts of increased profits					
7.	KIU is popular compared to any other private university in Uganda					

THANK YOU FOR YOUR TIME.

APPENDIX 2
BUDGET ESTIMATES FOR THE RESEARCH STUDY

No	ITEM	COST (Ugshs)	AMOUNT (Ugshs)
1	Photocopying	35,000/=	35,000/=
2	Binding	30,000/=	30,000/=
3	Questionnaire Printing	46,200/=	46,200/=
4	Data Collection	30,000/=	30,000/=
5	Data Analysis	10,000/=	10,000/=
TOTAL			151,200/=

Source; Personal research, June 2015.

APPENDIX 3

CURRICULUM VITAE FOR WAKYAYA JACOB MORDECAI

BIO DATA:

SUR NAME: Wakyaya
OTHER NAMES: Jacob Mordecai
DATE OF BIRTH: 13/12/1990
SEX: Male
NATIONALITY: Ugandan
CONTACT: 0778166027/0752166027
Email: jmwakyaya@gmail.com

EDUCATIONAL BACKGROUND:

YEAR	INSTITUTION	AWARD
AUG,2012 NOV,2015	Kampala International University	Bachelor's Degree in Economics & Applied Statistics
2010-2011	Mbale Secondary School	Uganda Advanced Certificate of Education
2006-2009	Nabumali High School	Uganda Certificate of Education
1999-2005	Nabumali Boarding Primary School	Primary Leaving Examinations

OTHER QUALIFICATIONS:

Certificate in several disciplines including Human Resource Management, Financial management, management of NGOs, micro finance and credit management, financial planning and management from **Global Health Uganda**.

A **certificate** in data collection, processing and analysis using SPSS (Statistical Package for Social Sciences) from Kampala International University Economics and Statistics Students' Association (KIUESSA) .

WORKING EXPERIENCE/ VOLUTEERING:

YEAR	ORGANISATION	POSITION
AUG-SEP 2014	Uganda Bureau of statistics	Parish Supervisor (2014 CENSUS)
JULY-AUG 2014	USAID (Strengthening Decentralization for Sustainability-(SDS))	Data collector and Data Entrant
JUNE-SEP 2014	Bududa District Local Government (Planning Unit)	Data collector and Data Entrant (VOLUNTEER)
APRIL,2014 APRIL,2015	Transformation Fountain International (NGO)	Universities' Coordinator (VOLUNTEER)
APRIL,2014 APRIL,2015	Kampala International University Economics & Statistics Students' Association (KIUESSA)	President
FEB,2012- JUNE,2013	Bushika Secondary School (Bududa District)	Mathematics Teacher

ABILITIES/SKILLS:

- ✓ Skills in Research, data processing and analysis using STATA, Excel, Epi info, SPSS.
- ✓ Proposal and Report writing
- ✓ Skills in basic Financial management
- ✓ Computer skills in MS Word, Excel, power point, Access and computer programming.
- ✓ Skills in project planning and management.
- ✓ Coordinating and leadership skills as well as a good team player.
- ✓ Strong and effective problem solving skills.
- ✓ Skills in project monitoring and evaluation.

LANGUAGES:

LANGUAGE	WRITTEN	SPOKEN
English	Very Good	Very Good
Lugisu/Lumasaba	Good	Very Good
Luganda	Fair	Good

INTERESTS

- ✓ Socializing
- ✓ Travelling
- ✓ Reading
- ✓ Making new friends

REFEREES:

Mr.Magomu Pithon

Child Development Officer, Compassion International (Uganda)

0782785626/0755785626

Mr.Muhereza Franklin

Head of Department, Economics & Applied Statistics, Kampala International University.

0777094955

Mr. Bukoma Michael

Deputy Head teacher, Bushika Secondary School.

0774696341