



MAKERERE UNIVERSITY BUSINESS SCHOOL

**JOB DEMANDS, EMPLOYEE WELL-BEING, AND JOB PERFORMANCE IN
ANIMAL FEEDS MANUFACTURING FIRMS IN CENTRAL UGANDA**

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PLAN A

DECEMBER, 2023

DECLARATION

I, Kilama Denish, declare that this research is my original work and has never been submitted to any other University or Institution for any academic award.

Signature



Date

04/12/2023

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APPROVAL

This is to certify that this dissertation has been submitted with our approval as supervisors;

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Date: 04/12/2023

Mr. Nasiima Sentrine

DEDICATION

I dedicate this work to my beloved wife, Gloria Apwoyocan, and the Children. Also, to all my brothers and sisters whose tireless efforts and love enabled me to go through my education and to the great friends for their love and support over the years.

And finally, to my beloved parent, Mego Juliana Alobo whose love and support over the years enabled me to go through my education.

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LIST OF ACRONYMS

EPRC	:	Economic Policy Research Centre
NDP	:	National Development Plan
SMEs	:	Small and Medium Enterprises
UMA	:	Uganda Manufacturers Association

ABSTRACT

The study examined the relationship between job demands, employee well-being, and job performance in Animal feed manufacturing firms in Kampala Metropolitan. The study used cross sectional design with quantitative approaches. The study involved 70 animal feed manufacturing companies, 2 managers & 2 employees were selected from each company as population of the study. Data collection utilized questionnaires. Data was analyzed to obtain frequencies, percentages and correlations and regressions results. In the study, it was revealed that there is a positive significant relationship between job demand, employee wellbeing and supplier performance in the Animal feed manufacturing firms in Kampala Metropolitan. Also, a positive relationship exists between job demand and employee wellbeing. The results also show that job demand and employee wellbeing are significant predictors for job performance. The most influential predictor of job performance was employee well-being. It was therefore concluded that there is a need to improve on job demand by working on some elements of job demand like emotional demands that could be influencing employees not to appreciate job demand situations. There is a need to improve employee well-being in the sector by fostering open and transparent communication, and ensuring that employees are informed about company updates, goals, and changes that may affect employee wellbeing.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

In a competitive business environment, job performance is of paramount importance in Small and Medium-sized Enterprises (SMEs) due to inherent resource constraints and competitive environment. High job performance not only maximizes productivity and efficiency, but also serves as a differentiator, fostering customer satisfaction, loyalty, and innovation (Davidescu *et al.*, 2020), which increases employee morale and retention, reduce risks, instill confidence in stakeholders, ensures legal compliance, and ultimately sustains the long-term viability of SMEs, making it a fundamental factor for their success and resilience in a dynamic business landscape (Jones, 2020). Job performance represents the performance of mandatory job-related tasks, duties and responsibilities, all of which are coordinated and rewarded by the organization (Janssen & Van Yperen, 2014; Sparrowe *et al.*, 2021). Job performance involves working all assigned hours, completing duties on time, complying with rules and regulations (O'Reilly & Chatman, 2016), adequately performing essential responsibilities (Sparrowe *et al.*, 2021), and fulfilling all duties required by the job (Janssen & Van Yperen, 2014). Individual job performance is based on discretionary behavior that goes beyond the formal job description (Sparrowe *et al.*, 2021).

Job demands are physical, psychological, social, or organizational job aspects that require sustained physical and or psychological effort and are associated with certain physiological and psychological costs (Van den Broeck *et al.*, 2013). The dimensions of the job demand include pace and amount of work, mental load, emotional load, variety in work, opportunities to learn, independence in work, relationships with colleagues, relationships with immediate supervisors, ambiguities about work, information, communication, participation, contact possibilities, uncertainty about the future, remuneration and career possibilities (Bagheri et al, 2012; Demerouti *et al.*, 2001). According to Maslach (2013), job demands drain the employee's energy and, in an attempt to cope with the resulting exhaustion, the employee withdraws mentally.

Employee wellbeing is the degree of absolute functioning of an individual (Zheng *et al.*, 2015; Guest, 2017). The hedonic approach defines well-being as the pursuit of a pleasant experience and the avoidance of pain. It is the satisfaction or happiness arising from optimal functioning (Guest, 2017; Viot & Benraiss-Noailles, 2019). Subjective well-being is a three-component model characterized by the experience of positive and negative emotional encounters and the evaluation of satisfaction with life (Guest, 2017). Negative emotions are usually associated with the avoidance of punishment (negative impact), while positive with a good feeling (positive impact) (Viot & Benraiss-Noailles, 2019; Bernardi, 2019).

There is a relationship between Job demand, employee well-being and job performance, this captures a positive cognitive affective state of mind at work that can be seen as a prerequisite for job performance. Meeting challenging job demands, such as working hard, working overtime, and coping with work overload, is considered to be an employee's obligation to the employer (Eisenberger *et al.*, 2011). Employee job performance can be supported by providing sufficient job resources that foster employee wellbeing and minimize the negative impact of potential job-specific demands on employee well-being. Managers need to acknowledge that employee well-being as such can be a source of demands (Huhtala *et al.*, 2007). In addition to demands, every job has certain resources whether physical, psychological, social and organizational that aid employees to carry out their work and that are intrinsically fulfilling and rewarding, creating a motivational process (Schaufeli & Bakker, 2004). These resources counterbalance the job demands and help employees to cope with the occasionally consuming aspects of their work, thereby buffering against the negative effect of demands on well-being and the costs associated with them (Anderson, Dreu and Nijstad, 2014). The study therefore looks at the Job Demands- Resources (JD- R) model (Bakker *et al.*, 2003; Demerouti *et al.*, 2001) which explains that occupation has its own specific risk factors associated with job demands and job resources. Hence high work pressure, an unfavorable physical environment, and emotionally demanding interactions with clients especially in a factory setting tend to affect employee wellbeing and job performance in different institutions.

Whereas job performance in SMEs is an important factor as shown in the it's relationship with job demand and employee wellbeing, it is challenged by a range of factors across spectrums of business environment (Fernández-del-Río *et al.*, 2019). These organizations often grapple with limited financial resources, which hinders their ability to invest in

employee development and performance improvement initiatives (Hitt *et al.*, 2019). SMEs struggle with attracting and retaining top talent due to their smaller scale and potentially limited career growth opportunities, making it challenging to maintain a highly skilled workforce (Barrick *et al.*, 2018). Furthermore, the dynamic nature of SMEs mean that employees wear multiple hats, leading to role ambiguity and potentially conflicting job responsibilities, which basically hinders performance (Meyer *et al.*, 2018). Moreover, the absence of formalized performance management systems make it difficult to set clear expectations and provide regular feedback, hindering employees' understanding of their roles and performance standards (Delery & Roumpi, 2017).

In Uganda, on the emphasis of the importance of the agricultural sector in Uganda in the national development Plan III, the animal feeds manufacturing sector remains a very significant sector to develop the animal agricultural sector. Despite its importance the animal feeds manufacturing sector faces a challenge in job performance in terms of quality of work delivered, meeting job targets, staff negligence, absenteeism and poor time management as the salient vices among employees (Okumu & Orach-Meza, 2018). There are sub-optimal levels of job performance characterized by late coming, absenteeism and failure to meet the daily targets set by management and fraudulent conduct (Ogwal & Ogwang, 2020). It's in this regard that the study will examine the relationship between job demands, employee well-being, and job performance in the Animal Feeds Manufacturing firms in the greater Kampala Metropolitan (Kampala, Mukono, Wakiso, and Mpigi districts).

1.2 Statement of the Problem

High job demands, such as heavy workloads and tight deadlines, can lead to increased stress and strain on employees, potentially negatively impacting their well-being (Bakker & Demerouti, 2017). Conversely, when employees experience good well-being, characterized by positive mental and physical health, they are more likely to exhibit higher job performance, as they have the necessary resources and resilience to effectively meet the demands of their job (Wright & Cropanzano, 2020). It's important to note that this relationship is not unidirectional; employee well-being can also be influenced positively or

negatively by job performance, creating a dynamic feedback loop (Bakker & Demerouti, 2017).

While Animal feed manufacturing firms in Uganda strive to achieve extraordinary job performance in the sector to boost agricultural production, Job Performance is constantly faced with shocks due to work and time pressure, psychological dissatisfaction, and physical environment, work overload among others. In addition, the Animal Feeds Manufacturing Firms face several challenges such as the failure to select the right employees with the right set of skills to meet job requirements, lack of knowledge to perform specialized tasks in the factory, lack of commitment of employees to perform tasks consistently satisfactorily and failure of the animal feeds factories to provide a favorable working environment (EPRC, 2020).

The continuation of this may lead to the collapse of the animal husbandry agricultural sector (NDP III)

Efforts have been made by different players to put in place the necessary structures and mechanisms in terms of regulations, guidelines and laws, right personnel and systems to ensure the private sector has the right personnel for good job performance especially in the manufacturing sector like Animal Feeds one of the key drivers of the economy and all these have been in vain because Job Performance among employees has continued to deteriorate despite such efforts and the sector still faces several performance-related problems (EPRC, 2020).

Only 5% of Animal feed Manufacturing employees are willing to do extra work outside their job description (Okumu & Orach-Meza, 2018). In addition, only 30% of employees complete their tasks on time and in accordance with the organization's required quality and quantity of work output and only 15% exhibit technical proficiency in executing their tasks. (Private Sector Foundation, 2019).

As evidenced, Job performance among employees in this sector is very low and it is suspected to be a result of high Job demands and inadequacy of employee well-being interventions among staff who are tasked to transform this sector. Therefore, this study sought to examine the underlying factors characterizing the said disparity

1.3 Purpose of the Study

The purpose of the study was to examine the relationship between job demands, employee well-being, and job performance in Animal feed manufacturing firms in Kampala Metropolitan.

1.4. Research objectives

1. To examine the relationship between job demands and job performance in Animal Feeds Manufacturing firms in Kampala Metropolitan.
2. To examine the relationship between employee well-being and job performance in Animal Feeds Manufacturing firms in Kampala Metropolitan.
3. Examine the relationship between employee wellbeing, job demands and job performance in Animal Feeds Manufacturing firms in Kampala Metropolitan.

1.5 Research Questions

1. What is the relationship between job demands and job performance in Animal Feeds Manufacturing firms in Kampala Metropolitan?
2. What is the relationship between employee well-being and job performance in Animal Feeds Manufacturing firms in Kampala Metropolitan?
3. What is the relationship between employee wellbeing, job demands and job performance in Animal Feeds Manufacturing firms in Kampala Metropolitan?

1.6 Scope of the Study

1.6.1 Geographical Scope

The study was carried out in central Uganda in the Kampala metropolitan area which includes Mukono, Wakiso Mpigi and Kampala Districts. This area has been chosen because it's one that key host of the majority of animal feeds in manufacturing industries and also faces employee job performance challenges. The study looks at the animal feeds manufacturing industry because, the national development plan III has emphasized the development of agriculture in Uganda as a way to achieve the middle-income status. This sector very important to study since it's among the key agricultural sectors meant to improve the economic development of the country.

1.6.2 Subject scope

The study had three variables that included employee job demand, employee well-being and job performance. The study will examine the relationship between these variables.

1.6.3 Time Scope

The study looked at a period of 10 years from 2013 since, it's during this period that we have witnessed a growth in feeds manufacturing industries grow in various parts of the greater metropolitan area of Kampala spelling out the importance of the sector in Uganda's economy worth this study.

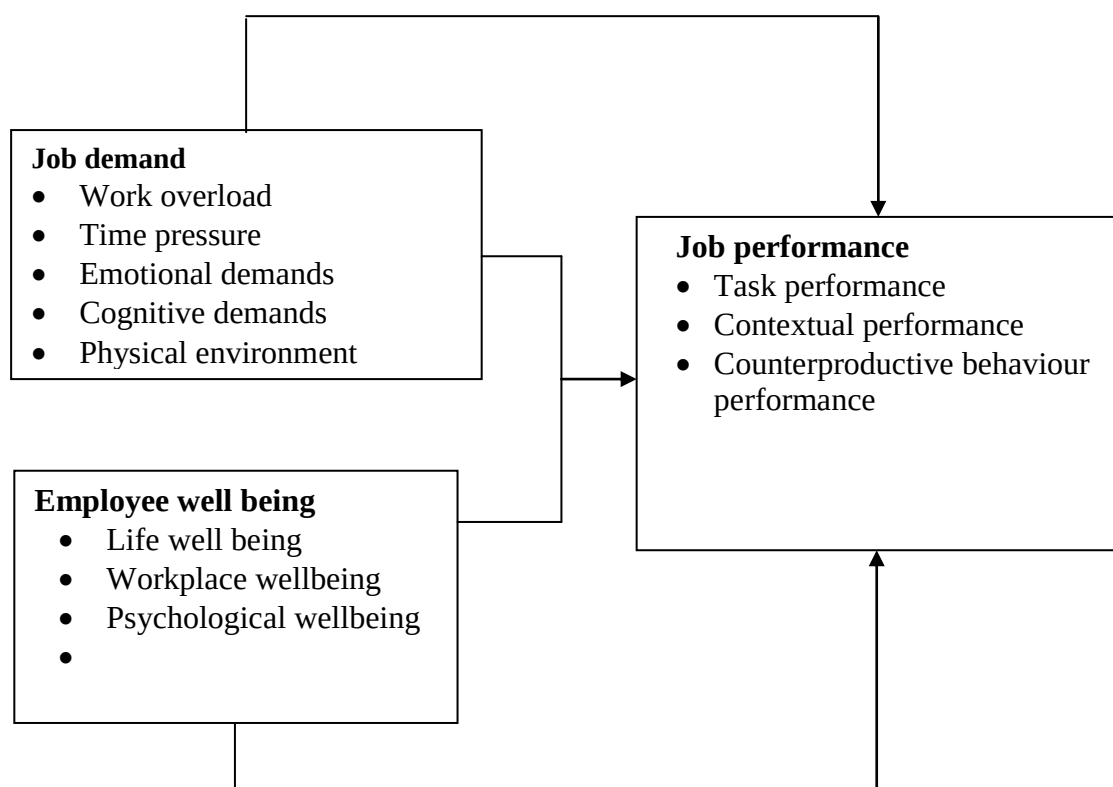
1.7 Significance of the study

The animal feeds manufacturing industries management and administration will be enlightened on how job demand and employee well-being are likely to impact on job performance of the manufacturing organization. The management can therefore see how best to improve these aspects to achieve improved job performance in these manufacturing companies.

Policymakers as individuals charged with formulating policies, their understanding of employee job demand and employee wellbeing and how these may affect and job performance of animal feeds manufacturing companies remains a key task to them in ensuring the performance of such organizations. Therefore, findings from this study may help them in the formulation of better policies on how these variables in the study can better be streamlined to improve job performance in these manufacturing industries.

The issues raised in this study are likely to lead to the involvement of various researchers in generating more knowledge from various perspectives. The findings of this study could form a basis for further research for those interested in finding more about the relationship between employee job demand, employee well-being, and job performance.

1.8 Conceptual Framework



Source: Scanlan & Still, (2019); Zheng *et al.*, (2015); Koopmans *et al.*, (2014).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter presents a review of the literature on the relationship between job demand, employee well-being, and job performance. Literature is largely structured according to the objectives of the study.

2.2 Theoretical review

The study was guided by the job demands- resources model. At the heart of the Job Demands- Resources (JD- R) model (Bakker *et al.*, 2003; Demerouti *et al.*, 2001) lies the assumption that whereas every occupation may have its own specific risk factors associated with job stress, these factors can be classified in two general categories (job demands and job resources), thus constituting an overarching model that may be applied to various occupational settings, irrespective of the particular demands and resources involved. Job demands refer to those physical, psychological, social, or organizational aspects of the job that require sustained physical or psychological (cognitive and emotional) effort or skills and are therefore associated with certain physiological and/or psychological costs. Examples are high work pressure, an unfavorable physical environment, and emotionally demanding interactions with clients especially in a factory setting. Although job demands are not necessarily negative, they may turn into job stressors when meeting those demands requires a high effort from which the employee has not adequately recovered (Meijman & Mulder, 1998). Job resources refer to those physical, psychological, social, or organizational aspects of the job that are either or: Functional in achieving work goals. Reduce job demands and the associated physiological and psychological costs. Stimulate personal growth, learning, and development.

The model also explains that two different underlying psychological processes play a role in the development of job strain and motivation. In the first, health impairment process, poorly designed jobs or chronic job demands (work overload, emotional demands) exhaust employees' mental and physical resources and may therefore lead to the depletion of energy (i.e. a state of exhaustion) and to health problems (Demerouti *et al* 2001). According to Hockey (1993), individuals use performance- protection strategies under the influence of environmental demands. Performance protection is achieved through the mobilization of sympathetic activation (autonomic and endocrine) or increased subjective effort (use of active control in information processing). Hence, the greater the activation or effort, the greater the physiological costs for the individual.

2.3 Conceptual Review

2.3.1 Job Performance

Job performance can be assessed through the provision of company performance standards (Darmawan *et al.*, 2018) and job performance can be said to be good if it is able to show how productivity, efficiency and effectiveness when working, quality of work produced, profitability (Ahuja, 2006). Productivity is expressed as a comparison between output and input (Stoner *et al.*, 1995; Putra *et al.*, 2017). Efficiency is demonstrated by the use of minimal resources but the results to be obtained are in line with expectations and effectiveness as the achievement of desired goals through ability (Stoner, 1996). Quality as the characteristics of a product or service that is able to meet the expected needs (Djati and Darmawan, 2005).

Job performance according to several opinions, including; Darden and Babin (2014) states job performance is an assessment procedure that has been applied by the company as a determinant of the ability and work results of an employee; Deadrick and Gardner's (2017)

put forward job performance as a breakdown of the achievement of results based on job functions, how many time periods are specified; Cardy (2004) and Lepak *et al.*, (2017) explained that job performance is the result and what has been achieved through effort and behavior that is adjusted to the goals of the organization and the employee as the controller; Shields (2016) states that job performance as a stage for an employee to carry out their duties and responsibilities towards work.

2.3.2 Job Demand

Job Demand as defined by Jones and Fletcher (2018) as the extent to which the environment in which the employee is working contains stimuli requiring immediate attention and response. Quantitative job demands refer to the amount of work required of and timeframe afforded to an individual, while qualitative job demands encompassing employees' affective responses to their jobs (Coetzer & Rothmann, 2019). Job demands can also include situational factors such as role ambiguity, role conflict, stressful events, heavy workload and work pressure, pressure to make critical and immediate decisions, being assigned more responsibility, and a requirement to meet specific deadlines (Rothmann, 2018).

Although job demands may not necessarily always be negative in nature, an employee might experience an increase in job-related stress when higher effort is required to meet the demands. Individuals could also perceive workload as excessive when they lack the skills, abilities and support required to meet the stated demands. Maslach (2019) was of the opinion that job demands place a drain on the employee's energy levels, leading to the employee withdrawing mentally in an attempt to cope with the resulting exhaustion. Job demands are, therefore, associated with high costs that elicit negative responses such as depression, anxiety, and burnout, according to Schaufeli and Bakker (2017), leading to a subsequently decrease in the employee's work engagement levels.

2.3.3 Employee Wellbeing

Wellbeing at work refers to a subjective perception of general satisfaction with and positive feelings toward work. It has also been suggested that conceptualizations of wellbeing at work should include a component of social relationships, as this is a key component of an individual's positive experiences at work (Fisher, 2019). Employees with a high level of wellbeing put greater thought and effort into their work (Canaff and Wright, 2018; Keyes and Grzywacz, 2020; Day & Randell, 2019).

Positive emotions, are good feelings that motivate many human actions. Individuals read, travel or do whatever makes them feel happy and joyful. Positive emotions enhance performance at work, boost physical health, they strengthen relationships, and create optimism and hope for the future. Engagement, this refers to attachment, involvement, concentration, and the level of inclination towards activities such as recreation, hobbies, or work (Higgins, 2016; Schaufeli *et al.*, 2016). A key concept is flow, when time seems to stand still and one loses one's sense of self, and concentrates intensely on the present. In positive psychology, 'flow' describes a state of utter, blissful immersion in the present moment. When we focus on doing the things we truly enjoy and care about, we can begin to engage completely with the present moment and enter the state of being known as flow (Seligman, 2011). Relationships, have a strong inner need for connection, love, physical and emotional contact with others. We enhance our own well-being by building strong networks of relationships around us with all the other people in our lives. Positive relationships, such as strong ties with family and friends or weak ties with colleagues, lead to a sense of belonging (Sandstrom & Dunn, 2014).

Meaning and purpose, meaning involves the use of strengths not for one's self, but to fulfil goals which are perceived to be important. We are at our best when we dedicate time to

something greater than ourselves. This could be volunteer work, belonging to a community or a civic or religious group, or learning for a specific goal. These activities have a sense of purpose, a compelling reason why individuals do what they do. Accomplishment signifies leading a productive, meaningful life. This pathway is pursued for its own sake, even when it brings no positive emotion, no meaning, and nothing in the way of positive relationships (Seligman 2011). To achieve well-being, individuals must be able to look back on our lives with a sense of accomplishment (Taris, 2019). Poor psychological health is also related less energy and motivation to engage in positive behaviors at work, resulting in poorer contextual performance-related outcomes such as organizational citizenship behaviors (Cropanzano et al., 2019; Ford et al., 2017). Employee wellbeing has been linked to several positive organizational attitudes, including team cohesion, job, and engagement (Bakker, 2019). Promoting wellbeing has the potential of benefiting both the employee and the organization.

2.4 Relationship between the study variables

2.4.1 Job demands and Job Performance

To survive and succeed under the pressure of uncertain economic conditions and increasing global competition, organizations need employees to meet increasing job demands and maximize their efforts for better performance. However, the same pressures may make employees feel more stressed and harm their performance (Rosen, Chang, Djurdjevic, & Eatough, 2020). Job demands is one type of challenge stressor, that may promote job performance while increasing pressure on employees, consequently harming their performance (LePine, Podsakoff, & LePine, 2015). It is therefore important to understand how job demands affect employees' job performance. It is also critical for employers to know how to help employees deal with job demands and maintain high levels of performance.

Employees' implicit job security expectations remain a critical component of the employee-employer exchange relationship (Colquitt, Baer, Long, & Halvorsen Ganepola, 2017; Kraimer, Wayne, Liden, & Sparrowe, 2015), especially in the current uncertain environment (Keim, Landis, Pierce, & Earnest, 2019). It stands to reason that individuals whose job security is high are more likely to perform well when expected to meet stringent job demands. Equally, if job security is low, employees will experience unequal exchanges with employers (Greenhalgh & Rosenblatt, 2015; Keim *et al.*, 2019) and consequently respond with lower performance. This reflects the universal norm of reciprocity in the social exchange relationship (Gouldner, 2015).

2.4.2 Employee Wellbeing and Job Performance

As various studies suggest, ensuring employee well-being leads to higher satisfaction with job and personal life; more persistent goal achievement; taking opportunities for continuous improvement and ability to cope with complex situations; maintaining warm, trust-based relationships with other people; and contributing to the effective functioning of the organization in both stable and emergency conditions (Khoreva & Wechtler, 2018; Guest, 2019; Cooper *et al.*, 2021).

Performance in paid work has for many years been studied as an important form of individual and group behavior, with researchers and practitioners often aiming for its enhancement through job design, staff selection and development, or shaping the managerial style and organizational culture. In parallel with this interest in performance, psychologists in employment settings have also worked to understand the sources and consequences of wellbeing. Despite its undoubtedly demanding side, innovativeness has the potential to turn into resources with subsequent positive outcomes. As Quinn (2015) concludes on the basis of his study on flow and performance, high-performance experience is consequential for the

individuals who experience it, because when people experience high performance, they also tend to derive more joy from their work, feel like they have more control over their work, and worry less.

Wellbeing measures of the second kind, in terms of feelings, often ask about core affect pleasant or unpleasant experiences that are ‘primitive, universal, and simple, irreducible on the mental plane (Russell, 2017). Illustrated by Happy, relaxed anxious and sad, feelings range along a positive-negative continuum and also occur within emotions, moods, values, attitudes, orientations, and ideologies.

2.4.3 Employee Wellbeing, Job demands and Job Performance

Individual performance as a consequence of worker well-being and job demand. One important rationale behind this interest is the belief that happy workers tend to be more productive than other workers (Lucas & Diener, 2017). Using job demand as a predictor of affective well-being, Taris (2019) showed there is an average correlation of this concept with objectively recorded in-role performance. Although the association between well-being and performance is perhaps not as strong as one might have expected, these studies clearly show that job performance, well-being, and performance are related (Wright, Cropanzano & Bonett, 2021).

It is sometimes contended that the relationship between job demand well-being and performance is spurious, and largely due to personality traits, work locus of control and self-esteem, and that it disappears after controlling for such factors (Bowling, 2021). Whereas it may well be true that the association between self-rated performance and well-being and job demand is inflated by failing to control for personality factors, it is less clear how such processes would affect the associations between other-rated, objective performance and well-being (Taris, 2021).

The relation between individual well-being job demand and performance focuses on the degree to which work fulfills basic psychological needs. Fulfillment of these needs would trigger different types of motivation; in turn, this motivation would affect work performance depending on job demand. Human beings possess three basic, innate needs; the need for relatedness, which refers to experiencing positive relationships with others; the need for competence, which refers to accomplishing challenging tasks successfully; and the need for autonomy, which refers to experiencing freedom of choice and the opportunity to initiate behavior. The degree to which a particular activity (work) satisfies these needs relates positively to the degree to which that behavior is intrinsically or extrinsically motivated. Workers who are intrinsically motivated for an activity perform that activity because they consider it as interesting, enjoyable, and satisfying (Ryff 's, (2019), dimensions of well-being, especially positive relations with others, environmental mastery and autonomy).

2.5 Conclusion

In conclusion, the literature review highlights the intricate relationship between job demands, employee well-being, and job performance. Organizations face the challenge of maximizing employees' efforts to meet increasing job demands while mitigating the potential negative impact of stress on performance. The social exchange perspective emphasizes the importance of a balanced employee-employer relationship, where job security plays a critical role in promoting employee motivation and performance during uncertain economic conditions. A literature gap in the existing research on job performance, job demands, and employee wellbeing lies in the limited exploration of the mediating mechanisms that underlie these relationships. While prior studies have established associations between job demands, employee wellbeing, and job performance, there is a lack of in-depth investigation into the psychological processes or variables that mediate these connections. Understanding the specific cognitive, emotional, or motivational pathways through which job demands influence

employee wellbeing and, subsequently, job performance, would provide valuable insights for designing targeted interventions and strategies to enhance employee productivity and overall job satisfaction. Additionally, such research would contribute to a more comprehensive theoretical framework for comprehending the intricate dynamics within the workplace, aiding organizations in fostering healthier and more effective work environments.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The section presents the methodology that was used to conduct the study. It presents the research design, the procedures of sampling, sources of data, methods of data collection, processing and analysis, and measurement of study variables.

3.2 Research Design

The study adopted a cross-sectional design which was quantitative in nature. A cross-sectional study is a type of observational research that analyzes data of variables collected at one given point in time across a sample population or a pre-defined subset and it provides a snapshot of the characteristics of the population at a single point in time . The design facilitated a descriptive and relational analysis of study variables and helped to provide a snapshot of how things were at the time of the research. This design method was used due to limited time and resources available to facilitate the project

3.3 Study Population

The population of the study comprised 85 Animal Feed Manufacturing Firms and 1083 employees (UMA, 2018). The study looked at Animal Feeds Manufacturing Firms in the Kampala Metropolitan Area, the districts of Kampala, Mukono, Wakiso and Mpigi. It's believed these people provided specific information as it was required in the study.

3.4 Unit of Analysis

The unit of analysis for this study was the employees of Animal Feed Manufacturing Firms registered in the data base of Uganda Manufacturer's Association in Metropolitan Area (Kampala, Mukono, Wakiso & Mpigi Districts).

3.5 The unit of Inquiry

The unit of inquiry for this study were Managers, Assistant Managers and employees of Animal Feed Manufacturing Firms in Kampala Metropolitan are. The managers were selected because they run all the business transactions of the company and hence are aware of all the activities done in the company. It's believed these people provided specific information as may be required in the study.

3.6 Sampling Method and Size

3.6.1 Sample Size

There are 85 Animal Feed Manufacturing Firms and 1083 employees in those firms in Metropolitan Kampala (UMA, 2018). These were subjected to Krejcie and Morgan (1970) sample size determination table to choose sample size of 70 Animal Feed Manufacturing Firms and 280 employees for the study. From each company 1 manager, 1 assistant manager and 2 employees since they handle human resource-related issues were selected to form 280 responses were expected. Purposive sampling was used to select these respondents since they are specific and known. The sample size was determined using Krejcie and Morgan (1970) tables. The sample size is 70 firms and 280 employees.

Table 3.1: Sample Size

Category	Population (No. of firms)	Population (No. of Employees)	Sample size (No. of firms)	Sampling Units (1-manager & 1- assistant manager & 2-employees)	Sampling Technique
Animal feeds manufacturing firms	85	1083	70	280	Purposive sampling
Total	85	1083	70	280	Purposive

3.6.2 Sampling technique

The study used simple random sampling to select Animal Feed Manufacturing Firms. Purposive sampling was used to select managers in the animal feeds manufacturing companies since they were specific and known. Purposive sampling is where specific respondents with specific information are selected to participate in the study. (Creswell & Plano Clark, 2011). A group of non-probability sampling techniques in which units are selected because they have characteristics that you need in your sample. In other words, units are selected on purpose in purposive sampling.

3.7 Data Sources

3.7.1 Primary Data

The required primary data was collected directly from the managers and their assistants in these animal feed manufacturing companies. This was done with the use of a structured questionnaire. Respondents were guided through the questionnaires to ensure a high level of accuracy in the data collection process.

3.8 Data Collection Instrument

Primary data was collected from managers and assistants using a structured five-Likert scale questionnaire based on their experience on how they have over on the topic under this study so they will provide appropriate answers on each question measuring each variable in the study. Likert scale ratings were used because they are structured to provide quantifiable answer options that make analyzing data easier. Respondents also have a range of answers that are more specific to how they feel about a situation being described. The questionnaire contained closed-ended questions. The respondents answered based on the extent to which they are relevant or not relevant to the statements in the questionnaire. The questionnaires was self-administered to ease the process and save time since most respondents can read and

write where necessary clarity was given. Secondary data was obtained through a literature review of previous research findings and existing literature on each study variable.

3.9 Procedure for Data Collection

The researcher was obtained a letter of introduction from the Faculty of Graduate Studies and Research (FGSR) Makerere University Business School to help with introductions to various respondents. After the construction of the instruments, the researcher took them for approval to the supervisor and thereafter they took for pretesting in a selected few respondents. The researcher carried out a pilot run on a participating group in the study. Pretesting was done by picking 20 respondents from the study and giving them the same approved questionnaires. Pretesting helps to know whether respondents interpret phrases and questions as the researcher wants them, it also helped to obtain a general assessment of respondents' ability to perform required tasks and it also helps to obtain ideas for question-wording in case rephrasing of the original statements is needed.

3.10 Measurement of the Variables

Job demands was measured using 10 items drawn from previous literature (Bakker, Demerouti, & Verbeke, 2004; Scanlan & Still, 2019). Areas of job demands covered included: physical workload; time pressure; recipient contact demands; physical environment; shiftwork; work-home interference; emotional demands; workload; and cognitive demands. Items were rated on a five-point Likert scale.

Employee wellbeing was measured in terms of life wellbeing, workplace being and psychological wellbeing. An employee wellbeing questionnaire consisting of 15 items developed by Zheng *et al.*, (2015) was used. The employee wellbeing which is three dimensional that measured using a five Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Job performance was measured using the Individual Work Performance Questionnaire (IWPQ) (Koopmans *et al.*, 2012; Koopmans *et al.*, 2014). The IWPQ consists of 18 questions in three scales: task performance (5 items), contextual performance (8 items), and counterproductive work behaviour (5 items). The IWPQ has a recall period of 3 months and a rating scale from 1 (“seldom”) to 5 (“always”) for task and contextual performance, and 1 (“never”) to 5 (“often”) for counterproductive work behaviour.

3.11 Validity and Reliability of Research Instruments

The reliability of the research instrument was examined for its reliability by using Cronbach’s Alpha value. All the items included in the scale adopted from reviewing the literature on the variables under study was included in the reliability test. An alpha coefficient of above 0.7 was obtained and accepted, meaning the instrument was valid as recommended by Nunnally (1974).

Table 3.2: Reliability test of Variables

Variable	Co-efficient	Content validity index
Job performance	.830	.850
Job demand	.840	.850
Employee wellbeing	.850	.890

The validity of variables in the study was above 0.7 meaning that the questionnaire used in the research was reliable.

3.12 Data Processing and Analysis

The data collected was edited for incompleteness and inconsistency. The Statistical Package for social scientists (SPSS) version 20 was used for data entry and analysis. SPSS was utilized for data analysis because it is an efficient and organized way to manage large and

complex data sets and perform advanced statistical analysis. While Pearson's correlation coefficient was used to establish the relationships between variables because it shows statistical measure that represents the strength and direction of a linear relationship between two variables. Regression analysis was used to determine how the predictor variables can explain the dependent variable. This was due to the need to establish the relationship between each independent variable and the dependent variable. That is, the relationship between Job demand and job performance and employee wellbeing and job performance since there was more than one variable affecting the dependent variable.

3.13 Ethical Considerations

The researcher sought an introductory letter from the University which was presented to the management manufacturing firms to seek permission and consent. The data obtained from the respondents was treated purely as academic and confidential for the safety, social and psychological well-being of the respondents.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

The study sought to examine the relationship between job demands, employee well-being, and job performance in Animal Feed Manufacturing Firms in Kampala Metropolitan. The presentation of results and findings follow the objectives of the study which were; To examine the relationship between job demands and job performance in Animal Feeds Manufacturing firms in Kampala Metropolitan, examine the relationship between employee job demand and employee well-being in Animal Feeds Manufacturing firms in Kampala Metropolitan, examine the relationship between employee well-being and Job Performance in Animal Feeds Manufacturing firms in Kampala Metropolitan and examine the relationship between employee wellbeing, job demands and job performance in Animal Feeds Manufacturing firms in Kampala Metropolitan. The chapter also presents background information of respondents who participated in the study and results are presented below.

4.1 Response Rate

The sample population was consisting of 70 Animal Feeds Manufacturing Firms and 280 employees in Kampala Metropolitan. Out of 280 questionnaires distributed to the respondents, 269 questionnaires were returned thus, a response rate of 96.07%. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Creswell (2009) also stipulates that the key to accurately arguing that those responding are similar to those not responding is a high response rate of 70 percent to 80 percent. This means that the response rate of 96.07% for this study was excellent and therefore enough for data analysis and interpretation as shown below.

4.2 Background Characteristics

The study looked at animal feeds manufacturing companies in Kampala metropolitan area. The background characteristics of respondents that were involved in this study, were established to ascertain the nature of respondents that participated in the study in relation to their gender, age group, level of education, period within the company and marital status. Descriptive statistics in the form of frequencies and percentages were used to present results in background information and below are the results.

Table 4.1 Gender of respondents

		Frequency	Valid Percent
Valid	Male	184	68.4
	Female	85	31.6
Total		269	100.0

Source: Primary Data, 2023

From the study findings, it was revealed that male respondents that participated in the study comprised 68.4% while the female respondents comprised of 31.6%. This implies that the majority (68.4%) that are involved in animal feed manufacturing are male. This implies that male professionals are dominating the animal feeds industry to ensure that there is effective Job demand that ensures employee well-being to achieve job performance.

Table 4.2 Age of Respondents

		Frequency	Valid Percent
Valid	20-30	95	35.3
	31-40	126	46.8
	41-50	48	17.8
Total		269	100.0

Source: Primary Data, 2023

Study results revealed that of the staff members that participated in the study, 35.3% were aged between 20-30 years, 46.8% were aged between 31-40 years, and 17.8% were aged between 41-50 years. This implies the majority of staff members managing firm's animal

feed manufacturing firms are aged between 31-40 years. Therefore, people in this age group are still young with a lot of vigor and energy to ensure there is effective job performance of the animal feed industry.

Table 4.3 Highest Education level

		Frequency	Valid Percent
Valid	Certificate	72	26.8
	Diploma	115	42.8
	Bachelor's degree	64	23.8
	Master's degree	13	4.8
	Others	5	1.9
Total		269	100.0

Source: Primary Data, 2023

In the study, it was revealed that the majority of respondents (42.8%) had a diploma level of education whereas 26.8% had a Certificate level of education, 23.3% had a Bachelors level of education, 4.8% had a Masters level of education, whereas 1.9% had other qualifications. The majority of the respondents had a diploma level of education, implying that most of the animal feed firms' staff members have a diploma level of education as the sector is not very developed to attract processes that can hire highly skilled labor. The type of employees at that lower education help match job demand that favors employee well-being to ensure effective job performance in the animal feed manufacturing industry.

Table 4.4 Period of work in this factory

		Frequency	Valid Percent
Valid	0-3 years	76	28.3
	4-6 years	100	37.2
	7-10 years	56	20.8
	11-15 years	37	13.8
Total		269	100.0

Source: Primary Data, 2023

In the study, it was revealed that the majority of respondents (37%) had worked in the animal feeds sector for 4-6years, whereas 28% had worked in this sector for 0-3years, 20.8% had worked in the sector for 11-15 years, 13.8% had worked in this the animal and feeds manufacturing sector for 11-15 years. This implies that the majority of the animal feeds manufacturing firms' employees that were involved in the study have been in sector for more than 3 years and therefore have experience on how Job demand, employee well-being influence job performance in the animal feed manufacturing sector in Uganda.

Table 4.5 Marital Status

		Frequency	Valid Percent
Valid	Single	114	42.4
	Married	149	55.4
	Separated	1	.4
	Divorced	3	1.1
	Widow	2	.7
Total		269	100.0

Source: Primary Data, 2023

In the study, it was revealed that the majority of respondents (55.4%) were married, whereas 42.4% were single, 1.1% were divorced and 0.7 and 0.5% were widowed and separated respectively. This implies that the majority of the animal feeds manufacturing firms' employees that were involved in the study are married hence their attention on job demand to ensure employee wellbeing so as to have effective job performance.

4.3 Relationships between Study Variables

The study sought to establish the relationship between the variables of the study which were; Job demand, employee well-being and job performance in the Animal Feeds Manufacturing firms in Kampala Metropolitan. The relationship between variables was established using the Pearson correlation tests (r, correlation coefficients). It should be noted that the Pearson correlation coefficient R tests the relationship between variables and also uses regression

analysis to establish the nature of the relationship between variables as well as the magnitude of effects between variables and the table below presents the results. The Pearson correlation coefficient, r , can take a range of values from +1 to -1. A value of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association, that is, as the value of one variable increases so does the value of the other variable. A value less than 0 indicates a negative association, that is, as the value of one variable increases the value of the other variable decreases. Table 4.6 Relationship between variables

		1	2	3
Job performance	(1)	1.000		
Job demand	(2)	.422**	1.000	
Employee wellbeing	(3)	.441**	.703**	1.000

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

Source: Primary Data, 2023

4.3.1 The relationship between job demand and job performance

From results in table 4.6, it's indicated that there is a positive relationship between job demand and job performance as explained by a Pearson correlation coefficient of ($r = .422$, $p < .01$). This implies that in a situation where work overload is managed, time pressure effectively managed, emotional demands well balanced, cognitive demands well managed, physical environment well managed then the level of job performance in the animal feeds manufacturing industry is influenced to a larger extent.

4.3.2 The relationship between employee well-being and job performance

From the findings in the table above, there is a positive relationship between employee wellbeing and job performance ($r = .441$, $p < .01$). This implies that the way in which employee well-being aspects are managed in terms of ensuring that the life well-being of employees is well managed, how workplace well-being is managed and the management of psychological well-being of employees will influence the nature of job performance by

employees in the animal feeds manufacturing sector in Uganda. In general, this implies that an improvement in employee well-being improves employees' job performance.

4.4 Regression analysis

To establish the extent to which job demand, and employee wellbeing predict job performance in Animal Feed Manufacturing Firms in the Kampala Metropolitan Areas, a prediction model using multiple linear regression analysis was used and results are presented in the table below.

Table 4.7 Job performance regressed on job demand and employee wellbeing

Model Summary					
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	
1	.467 ^a	.218	.212	.74752	
a. Predictors: (Constant), employee wellbeing, job demand					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.610	.182	8.852	.000
	Job demand	.215	.076	.217	.005
	Employee wellbeing	.296	.078	.289	.000
a. Dependent Variable: Job performance					

Source: Primary Data, 2023

The regression model above indicates that all the independent variables have positive coefficients. The regression results reveal that there is a positive relationship between dependent variable (Job performance) and independent variables (Job demands and employee wellbeing). These variables explain 21.2% of the variance in job performance (adjusted R Square = .212). All two variables, job demand and employee well-being were significant predictors of job performance in the animal feed manufacturing industry. The most influential predictor of job performance was employee well-being (Beta = .289). This implies that when employee well-being is well managed in these firms in terms of the way in which employee

well-being aspects are managed in regard to ensuring that the life well-being of employees is well managed, how workplace well-being is managed and management of psychological well-being of employees is managed then job performance in this sector will be improved.

The remaining percentage 78.8% is explained by other factors that have not been studied for example remuneration of staff members in the industry, conditions of work environment and recruitment processes among others that need to be studied could be among other factors that influence job performance in the feeds and manufacturing industry.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the discussion of findings, conclusions, and recommendations based on research findings in chapter four. Research results are discussed according to the objectives of the study in line with the research questions.

5.1 Discussion of study findings

The relationship between job demand and job performance

There is a positive significant relationship between job demand and job performance. Therefore, in a situation where work overload is managed, time pressure effectively managed, emotional demands well balanced, cognitive demands well managed, and the physical environment well managed then the level of job performance in the animal feeds manufacturing industry is influenced to a larger extent. This is related to Rosenet *et al.*, (2020) who explain that to survive and succeed under the pressure of uncertain economic conditions and increasing global competition, organizations need employees to meet increasing job demands and maximize their efforts for better performance. However, the same pressures may make employees feel more stressed and harm their performance. Job demands is one type of challenge stressor, that may promote job performance while increasing pressure on employees, consequently harming their performance (LePine, Podsakoff, & LePine, 2015). It is therefore important to understand how job demands affect employees' job performance. It is also critical for employers to know how to help employees deal with job demands and maintain high levels of performance.

A positive significant relationship between job demand and job performance can further be explained by Keim, Landis, Pierce, & Earnest (2019) who explain that employees' implicit job security expectations remain a critical component of the employee-employer exchange relationship, especially in the current uncertain environment. It stands to reason that individuals whose job security is high are more likely to perform well when expected to meet stringent job demands. Equally, if job security is low, employees will experience unequal exchanges with employers (Keim *et al.*, 2019) and consequently respond with lower performance. This reflects the universal norm of reciprocity in the social exchange relationship.

The relationship between employee well-being and job performance

Findings revealed a positive significant relationship between employee well-being and job performance. Thus, a unit increase in employee well-being results in 0.441 improvement in job performance. This implies that the way in which employee well-being aspects are managed in terms of ensuring that the life well-being of employees is well managed, how workplace well-being is managed and the management of psychological well-being of employees will influence the nature of job performance by employees in the animal feeds manufacturing sector in Uganda. In general, this implies that an improvement in employee well-being improves employees' job performance. This finding relates to Cooper *et al.*, (2021) who explain that employee well-being leads to higher satisfaction with job and personal life; more persistent goal achievement; taking opportunities for continuous improvement and ability to cope with complex situations; maintaining warm, trust-based relationships with other people; and contributing to the effective functioning of the organization in both stable and emergency conditions (Khoreva & Wechtler, 2018).

The positive significant relationship between employee well-being and job performance can further be explained by well-being measures of the second kind, in terms of feelings, which often ask about the core effect of pleasant or unpleasant experiences that are ‘primitive, universal, and simple, irreducible on the mental plane (Russell, 2017). Illustrated by Happy, relaxed anxious and sad, feelings range along a positive-negative continuum and also occur within emotions, moods, values, attitudes, orientations, and ideologies.

Job performance regressed on job demand and employee well-being

There is a significant positive relationship between combination job demand, employee well-being, and job performance in the animal feed manufacturing sector. These variables explain 21.2% of the variance in job performance. All two variables, job demand, and employee well-being were significant predictors of job performance in the animal feed manufacturing industry. This is related to Lucas & Diener, (2017) who explain that individual performance is a consequence of worker well-being and job demand. One important rationale behind this interest is the belief that happy workers tend to be more productive than other workers. Using job demand as a predictor of affective well-being, Taris (2019) showed there is an average correlation of this concept with objectively recorded in-role performance. Although the association between well-being and performance is perhaps not as strong as one might have expected, these studies clearly show that job performance, well-being, and performance are related (Wright, Cropanzano & Bonett, 2021).

The most influential predictor was employee well-being. This implies that when employee well-being is well managed in these firms in terms of the way in which employee well-being aspects are managed in regard to ensuring that the life well-being of employees is well managed, how workplace well-being is managed and management of psychological well-being of employees is managed then job performance in this sector will be achieved. This is

related to Ryff's, (2019) who explains the relationship between individual well-being job demand and performance focuses on the degree to which work fulfills basic psychological needs. Fulfillment of these needs would trigger different types of motivation; in turn, this motivation would affect work performance depending on job demand. Human beings possess three basic, innate needs; the need for relatedness, which refers to experiencing positive relationships with others; the need for competence, which refers to accomplishing challenging tasks successfully; and the need for autonomy, which refers to experiencing freedom of choice and the opportunity to initiate behavior. The degree to which a particular activity (work) satisfies these needs relates positively to the degree to which that behavior is intrinsically or extrinsically motivated. Workers who are intrinsically motivated for an activity perform that activity because they consider it as interesting, enjoyable, and satisfying.

5.2 Conclusions

The study sought to examine the relationship between job demands, employee well-being and job performance in Animal Feeds Manufacturing firms in Kampala Metropolitan. The study was guided by three objectives of the study, which were to examine the relationship between Job demands and Job Performance in which findings revealed positive relationships exist between job demand and job performance in Animal Feeds Manufacturing firms, the relationship between employee well-being and Job Performance in which findings revealed positive relationships exist between employee well-being and job performance in Animal Feeds Manufacturing firms, and the relationship between employee well-being, job demands, and job performance in Animal Feeds Manufacturing firms in Kampala Metropolitan where findings showed that job demands and employee wellbeing account for the 21.2% of the performance levels in the Animal feeds manufacturing firms and that job demand is a weaker predictor of job performance among employees in this industry.

The most influential predictor of job performance was employee well-being (Beta = .289). Therefore, when there is effective improvement in employee wellbeing in Animal Feeds Manufacturing firms in terms of the way employees are treated and the working environment then there is a likelihood that job performance in terms of task performance will improve in the sector. .

5.3 Recommendations

From the findings, the following recommendations were reached;

Animal Feeds Manufacturing Firms should offer flexible work schedules, ensure clear and realistic expectations, achieve a balanced employee workload, avoid unrealistic demands, and ensure an ergonomic workspace with natural light, comfortable furniture, and greenery.

Animal Feeds Manufacturing Firms need to offer comprehensive wellness programs to keep employees engaged

Animal Feeds Manufacturing Firms should also allow employees to exercise substantial discretion in performing their tasks.

Allow personalization of workstations to make employees feel more at home.

5.4 Limitations for the study and areas of further research

This study covered only the animal feed manufacturing sector. Therefore, there is a need to expand this study to cover the whole country using the same variables of the study. This will help capture the picture in the whole country in the animal feed industry and other sectors.

The variables in this study (job demand, employee well-being and job performance) predicted only 21.2% of the change in job performance, implying that there are still other variables that can cause a significant change in job performance. For instance, there is a need to establish the influence of employee attitudes on job performance.

The study adopted across sectional survey design. However, a longitudinal survey may be carried out to examine the relationship between these variables in the public sector or third sector.

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR RESPONDENTS

Dear respondent,

I am requesting you to fill this questionnaire, which is aimed at collecting data on the relationship between Job demands, Employee Well-being, and Job Performance in Animal Feeds Manufacturing firms in Kampala metropolitan. You have been selected to be one of our respondents in this study. The information provided will be treated with strict confidentiality and shall not be used for any other purpose except for academic purposes. Thank you very much for your cooperation.

Respondents' background information (provide a tick the on your right option).

No	Question	Response codes
1	Gender of respondent	1. Male 2. Female
2	Respondent's age	1. 20-30 2. 31-40 3. 41-50 4. >50
3	Highest education level	1. Certificate 2. Diploma 3. Bachelor's degree 4. Master's degree 5. Others specify.....
4	Period of work in this factory	1. 0-3 2. 4-6 3. 7-10 4. 11-15 5. >15
5	Marital status	1.Single 2.Married 3.Separated 4.Divorced 5.Widow/

SECTION A: JOB DEMANDS

For the following questions please tick the number that represents your view towards the following statements using the scale of 1 to 5 where; 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree

JD01	The job requires me to keep track of more than one thing at a time	1	2	3	4	5
JD02	My work requires a lot of concentration	1	2	3	4	5
JD03	My work is emotionally demanding	1	2	3	4	5
JD04	I always have enough time to perform my tasks	1	2	3	4	5
JD05	My job is physically taxing	1	2	3	4	5
JD06	It is physically taxing for me to get used to my working times	1	2	3	4	5
JD07	My working hours allow me to meet my family and personal obligation	1	2	3	4	5
JD08	My physical working conditions – climate, light, noise, design of the working place, and material – are alright	1	2	3	4	5
JD09	My job requires working very hard or very fast	1	2	3	4	5
JD10	My contact with persons to whom I have to offer services is demanding	1	2	3	4	5

SECTION B: EMPLOYEE WELL BEING

The following statements are about your workplace positive outcomes. Please read each carefully and rate yourself using the scale below in the column provided to the right of each statement.

SD – Strongly Disagree; D – Disagree; N – Neutral; A – Agree; SA – Strongly Agree

	The following is true for me at the workplace	SD	D	N	A	SA
EWB01	I feel satisfied with my life	1	2	3	4	5
EWB02	I am close to my dream in most aspects of my life	1	2	3	4	5
EWB03	Most of the time, I do feel real happiness	1	2	3	4	5
EWB04	I am in a good life situation	1	2	3	4	5
EWB05	My life is very fun	1	2	3	4	5

EWB06	I would hardly change my current way of life in the afterlife	1	2	3	4	5
EWB07	I am satisfied with my work responsibilities	1	2	3	4	5
EWB08	In general, I feel fairly satisfied with my present job	1	2	3	4	5
EWB09	I find real enjoyment in my work	1	2	3	4	5
EWB10	I can always find ways to enrich my work	1	2	3	4	5
EWB11	Work is a meaningful experience for me	1	2	3	4	5
EWB12	I feel basically satisfied with my work achievements in my current job	1	2	3	4	5
EWB13	I feel I have grown as a person	1	2	3	4	5
EWB14	I handle daily affairs well	1	2	3	4	5
EWB15	I generally feel good about myself	1	2	3	4	5
EWB16	I generally feel confident about myself	1	2	3	4	5
EWB17	People think I am willing to give and to share my time with others	1	2	3	4	5
EWB18	I am good at making flexible timetables for my work	1	2	3	4	5
EWB19	I love having deep conversation with friends so that we can better understand each other	1	2	3	4	5

SECTION C: JOB PERFORMANCE

For the following questions please tick the number that represents your view towards the following statements using the scale of 1 to 5 where; **1=Rarely (seldom), 2=Sometimes, 3=Often, 4=Frequently, 5=Always**

	Task performance					
	In the past 3 months...					
TP1	I managed to plan my work so that it was done on time	1	2	3	4	5
TP2	My planning was optimal	1	2	3	4	5
TP3	I kept in mind the results that I had to achieve in my work.	1	2	3	4	5
TP4	I was able to separate main issues from side issues at work.	1	2	3	4	5
TP5	I was able to perform my work well with minimal time and effort.	1	2	3	4	5
	Contextual performance					
	In the past 3 months...					
CP1	I took on extra responsibilities.	1	2	3	4	5
CP2	I started new tasks myself, when my old ones were finished.	1	2	3	4	5
CP3	I took on challenging work tasks, when	1	2	3	4	5

	available.					
CP4	I worked at keeping my job knowledge up-to-date.	1	2	3	4	5
CP5	I worked at keeping my job skills up-to-date.	1	2	3	4	5
CP6	I came up with creative solutions to new problems.	1	2	3	4	5
CP7	I kept looking for new challenges in my job.					
CP8	I actively participated in work meetings.					

For the following questions please tick the number that represents your view towards the following statements using the scale of 1 to 5 where; **1=Never, 2=Rarely, 3=Sometimes, 4=Frequently, 5= Often**

	Counterproductive work behavior					
	In the past 3 months...					
CPW1	I complained about unimportant matters at work.	1	2	3	4	5
CPW2	I made problems greater than they were at work.	1	2	3	4	5
CPW3	I focused on the negative aspects of a work situation, instead of on the positive aspects.	1	2	3	4	5
CPW4	I spoke with colleagues about the negative aspects of my work.	1	2	3	4	5
CPW5	I spoke with people from outside the organization about the negative aspects of my work.	1	2	3	4	5