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MAKERERE UNIVERSITY BUSINESS SCHOOL

**PERCEIVED ORGANIZATION SUPPORT AND WORK ENGAGEMENT OF
EMPLOYEES OF ARUA DISTRICT LOCAL GOVERNMENT DURING COVID 19
PANDEMIC.**

BY

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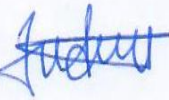
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OF THE REQUIREMENT FOR THE AWARD OF DEGREE
OF MASTER OF HUMAN RESOURCE MANAGEMENT
OF MAKERERE UNIVERSITY.**

PLAN A

NOVEMBER, 2023

DECLARATION

I Maliko Judith, declare that this research dissertation is my original work which has never been submitted to any university or other institution of higher learning for the award of any academic qualification or for other reasons whatsoever.

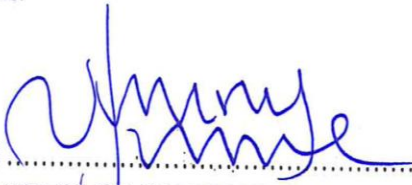
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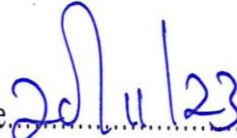
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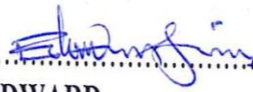
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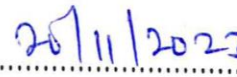
APPROVAL

This dissertation has been submitted to the University with our approval as academic supervisors.

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Date 

Signature 
MR. OCEN EDWARD

Date 

DEDICATION

I dedicate this report to God Almighty and my family who stood with me throughout this academic journey.

ACKNOWLEDGEMENT

I thank God who has seen me through the tough moments of the study. I am grateful for the support and guidance offered by my supervisors: **Associate Professor Sonny Nyeko** and **Mr. Ocen Edward**. I also appreciate the support offered to me by my family, **Mr. Leku Geoffrey, Feta Deron, Letasi Claire Marylyn** and friends who have made significant contributions in the process of conducting this study.

TABLE OF CONTENTS

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DECLARATION	i
APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS.....	v
LIST OF FIGURES.....	viii
LIST OF TABLES	ix
LIST OF ACRYNOMS.....	x
ABSTRACT	xi
CHAPTER ONE	1
1.0 Introduction	1
1.1 Background to the study.....	1
1.2 Statement of the problem	3
1.3 Purpose of the Study	4
1.4 Research Objectives	4
1.5 Research Questions	4
1.6 Scope of the Study.....	5
1.6.1 Theoretical scope	5
1.6.2 Geographical scope	5
1.7 Significance of the study	5
1.8 The conceptual framework.....	6
CHAPTER TWO.....	8
2.0 Literature Review	8
2.1.1: Organizational Support Theory (OST).....	8
2.1.2: Social Exchange Theory.....	9
2.2 Work engagement	11
2.3 Perceived organizational support.....	12
2.4 Career support and work engagement.....	14
2.5 Supervisor support and work engagement	16
2.7 Perceived organizational support and work engagement.....	18

CHAPTER THREE.....	21
METHODOLOGY	21
3.0 Introduction	21
3.1 Research design.....	21
3.2 Study population	21
3.3 Sample size.....	221
3.4 Sampling procedure.....	232
3.5 Data sources	23
3.6 Data collection instrument	24
3.7 Measurement of study variables.....	243
3.8 Reliability and Validity	244
3.9 Data processing and analysis.....	5
3.10 Ethical consideration	26
CHAPTER FOUR.....	276
ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS	276
4.1 Introduction	276
4.2 Response Rate	276
4.3 Demographic characteristics of the respondents	276
4.5 Correlation Analysis.....	304
4.5.1. The relationship between supervisor support and work engagement	304
4.5.2. The relationship between career support and work engagement	304
4.5.3. The relationship between financial support and work engagement.....	304
4.6 Regression analysis	315
CHAPTER FIVE.....	38
DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS	38
5.1 Introduction	38
5.2 Discussion of the Findings	34
5.2.1 The relationship between supervisor support and work engagement	34
5.2.2 The relationship between career support and work engagement	36
5.2.3 The relationship between financial support and work engagement.....	37
5.3 Conclusion.....	383

5.4 Recommendations 395

5.5 Limitations of the study..... 405

5.6 Areas for further study 406

REFERENCES..... 47

APPENDICES..... 42

Appendix I: Questionnaire 50

Appendix 2: Krejcie and Morgan’s Table.....59

LIST OF FIGURES

Figure 1: Conceptual framework	7
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LIST OF TABLES

Table 1: Summary of reliability coefficient for each latent construct	24
Table 2: Gender of Respondents.....	27
Table 3: Age bracket of the respondents.....	28
Table 4: Education level of respondents.....	28
Table 5: Time worked for this organisation.....	29
Table 6: Time frame this institution been in existence	29
Table 7: KMO and Bartlett's Test for Perceived Organisation Support	30
Table 8: Factor Structure of Perceived Organisation Support.....	31
Table 10: Pearson Correlation analysis.....	30
Table 11: Regression Coefficients	31
Table 12: Model Summary	31

LIST OF ACRYNOMS

ANOVA:	Analysis of Variance
COVID-19:	Coronavirus disease 2019
CVI:	Content Validity Index
e.g.:	For example
et al.,:	and others
IGG	Inspector of Government
MoLG	Ministry of local government
OS	Organisation support
OST	Organisational support theory
PAYE	Pay as you earn
PhD:	Doctor of Philosophy
POS	Perceived Organisation Support
SPSS:	Statistical Package for Social Scientists
VIF:	Variance Inflation Factor

ABSTRACT

The aim of the study was to assess the relationship between perceived organization support and work engagement during COVID 19 pandemic in Arua District local government. The study sought to determine to what extent the work engagement is attributed to supervisor support, career support and financial and non-financial support. The study used a cross sectional survey design using a sample of 136 employees from which a response rate of 92.6% was achieved. The data was collected using questionnaire and was analyzed using SPSS version 20. Pearson correlation and regression analysis were used to determine the degree of relationship and predictive power between supervisor support, career support and financial and non-financial support and work engagement of employees in Arua district local government in Uganda. Findings of the study indicated a significant positive relationship between supervisor support, career support and financial and non-financial support and work engagement. The regression analysis results revealed that supervisor support, career support and financial and non-financial support predicts 25.0% of the observed variance in work engagement. The management of Arua district local government should put emphasis on supervisor support since it has more predictive power (47.9%) on work engagement than career support and financial and non-financial support. This could be done by providing supportive work environment and empowering supervisors to organize work to jointly benefit the employee and the organization, listen to staff problems and solve their work and non-work-related conflicts. Supervisors should also act as a good role model for work and non-work balance, demonstrate to the employee how to be jointly successful on and off the job and consider employee suggestions in order to bring positive changes in work engagement in Arua district local government.

CHAPTER ONE

1.0 Introduction

This chapter contains background to the study, statement of the problem, purpose of the study, research objectives, research questions, scope of the study, significance of the study and the conceptual framework.

1.1 Background to the study

Organizations need to adjust themselves swiftly to the dynamic environment to permit their employees to thrive in the workplace (Irman *et al.*, 2020). Work engagement has recently appeared as a significant tool for organizations and their employees to achieve competitiveness in the dynamic environment (Chiwawa & Wissink, 2021). Employees who are effectively engaged at work are more likely to be productive consistently, which leads to a higher performing workforce (Yan & Donaldson, 2023). Similarly, organizations with a high level of employee engagement are more profitable, generate high productivity, with less work stress, thereby resulting into vigorous and dedicated workforce (Ugwu, Enwereuzor & Mazei 2023). During the Covid-19 pandemic period, entities that made strategies to inspire the willingness of their employees to work from homes realized better outcomes than their counterparts that did nothing (Huang, Huang & Chang, 2022). Work engagement is therefore vital in rationalizing performance, team productivity, and work-life balance (Ugwu et al., 2023).

However, Work engagement has become a serious challenge around the world (Bhebhe, 2020). The Global Workplace report indicates that 85% of the employees were found not engaged at work, causing loss of approximately US\$7tn in terms of productivity (Oehler and Adair, 2019). Finnish employees revealed decreasing levels of work engagement at the height of the COVID-

19 crisis (Oksa et al., 2021). On the other hand, in South Africa, only 9% of the workforce was actively engaged and 45% of the workforce was actively disengaged (Zondo, 2020). For the case of Uganda, Luwero district local government suspended March salaries for civil servants for absconding from work for over 30 days (Okello, 2022) mean while Kabale district local government reported high labor turnover due to poor working conditions, lack of employee benefits, job dissatisfaction and poor remuneration (Ntirandekura1 & Christopher, 2022). Work engagement issues in Arua district were not any better as inspector of government (IGG) and other key stakeholders reported absenteeism, self-interest and poor accountability among the staff during COVID 19 (Oyet, 2021; Lematia, 2022, Muhwezi, 2021).

Perceived organizational support is the overall employee belief about the extent to which organizations value their contribution and care about their well-being (Amir & Mangundjaya, 2021). It was developed from organizational support theory of Eisenberger, Huntington, Hutchinson, & Sowa in 1986; Eisenberger & Stinglhamber in 2011 and Shore & Shore in 1995 which proposes that employees form a generalized perception concerning the extent to which the organization values their contributions and cares about their well-being (Kurtessis, Eisenberger, Ford, Buffardi, Stewart & Adis, 2017). Musenze *et al.*, (2020) finds that perceived organization support enhances work engagement of employees.

Career support is the extent to which the organization cares about the employee's career needs (Kraimer & Wayne, 2004). Building a strong digital infrastructure capacity of staff is necessary to ensure effective work environment from home amidst COVID 19 and most local governments seem to have failed to provide the support (Samai, 2020). Employees are fully engaged at work in organizations that help them build skills and knowledge and further their careers (Sendawula, 2022).

Supervisor support is the extent to which an individual views his/her supervisor being supportive, handy and recognizing in major work prospects (Ahmeda, Majidb, Al-Aalia, & Mozammela, (2018). Chanana and Sangeeta (2021) observe that most supervisors have failed to provide proper equipment and tools for effective work engagement amidst COVID 19 pandemic.

When employees receive financial and non-financial rewards, they will feel a sense of happiness and accomplishment (Groysberg & Abraham, 2020). According to Elliott (2021), health sector report indicates that employees were overworked with pandemic fatigue and were not being appreciated enough for the hard work. Although adequate reward practices enhance work engagement (Victor & Hoole (2017), many organizations reduced or removed their bonuses during Covid-19 pandemic as working targets were becoming unreachable (Pelawatte, 2021).

In Arua District Local Government, many strategies have been set to improve work engagement among the employees. They include staff capacity building, rewarding achievements, creating a culture of feedback, clarifying on core values, promoting networking and information sharing for effective work engagement (sustainable development goals, 2021). Despite these interventions, the employees have not been dedicated to their work as Auditor general's report for financial year 2020/2021 unearthed under remittance caused by wrong coding, notable delays in remittance of PAYE deductions to Uganda revenue authority, overpayment of staff gratuity, laxity in submission of wage estimates as required, (KR Partner News Agency, 2022; Audit report, 2021). Muhwezi *et al.* (2020) observed that insufficient allocation of work resources affected the state of mind at work among the employees.

1.2 Statement of the problem

In order to enhance work engagement, Government of Uganda and Arua District local government introduced remote working, zoom meetings, virtual training opportunities, incentives and recognition of best performers (MolG, 2021). Despite these interventions, there was rampant corruption, absenteeism, abuse of office among the staff, insufficient work materials and operational potentials of Arua District local government was not fully achieved (Ochala, 2021). It was also noted that two former staff of Arua Regional Referral Hospital and two nurses were arrested for embezzlement and abuse of office, amounting to UGX. 165 million, meant to manage COVID 19 (Angucia, 2022). The loss of the district's brand new Ushs 300million ambulance meant for Arua regional referral hospital (ARRH) during the Covid-19 pandemic was also attributed to work disengagement issues (Muhwezi *et al.*,2020). The low level of dedication, vigor and interest to work among local government staff could probably be due to perceived organization support. However, none of the extant research undertook to establish the extent of the link between perceived organizational support and work engagement in the local context. It is on this basis that the researcher undertook to establish the relationship between perceived organization support and work engagement during COVID 19 pandemic in Arua District Local Government.

1.3 Purpose of the Study

The study sought to assess the relationship between perceived organization support and work engagement during COVID 19 pandemic in Arua District local government.

1.4 Research Objectives

- i) To examine the relationship between career support and work engagement during COVID 19 pandemic in Arua District local government.
- ii) To examine the relationship between supervisor support and work engagement during COVID 19 pandemic in Arua District local government.
- iii) To examine the relationship between financial and non-financial support and work engagement during COVID 19 pandemic in Arua District local government.
- iv) To establish the relationship between career support, supervisory support, financial/non-financial support and work engagement during COVID 19 pandemic in Arua District local government.

1.5 Research Questions

- i) What was the relationship between career support and work engagement during COVID 19 pandemic in Arua District local government?
- ii) What was the relationship between supervisor support and work engagement during COVID 19 pandemic in Arua District local government?
- iii) What was the relationship between financial and non-financial support and work engagement during COVID 19 pandemic in Arua District local government?
- iv) What was the relationship between career support, supervisory support, and financial/non-financial support and work engagement during COVID 19 pandemic in Arua District local government?

1.6 Scope of the Study

1.6.1 Theoretical scope

The Study explored the relationship between perceived organization support and work engagement. The study specifically explored the effect of perceived organization support attributes on the work engagement. Perceived organization support attributes (career support, supervisor support and financial and non-financial support) were the independent variables while work engagement was the dependent variable.

1.6.2 Geographical scope

The geographical scope of the study was Arua district. This was because the Auditor General Report (2020) indicated general lapses in the work engagement among employees in Arua District Local Government.

1.6.3 Time scope

The study was carried out between August and September 2022.

1.7 Significance of the study

The findings of the study were of the following significance;

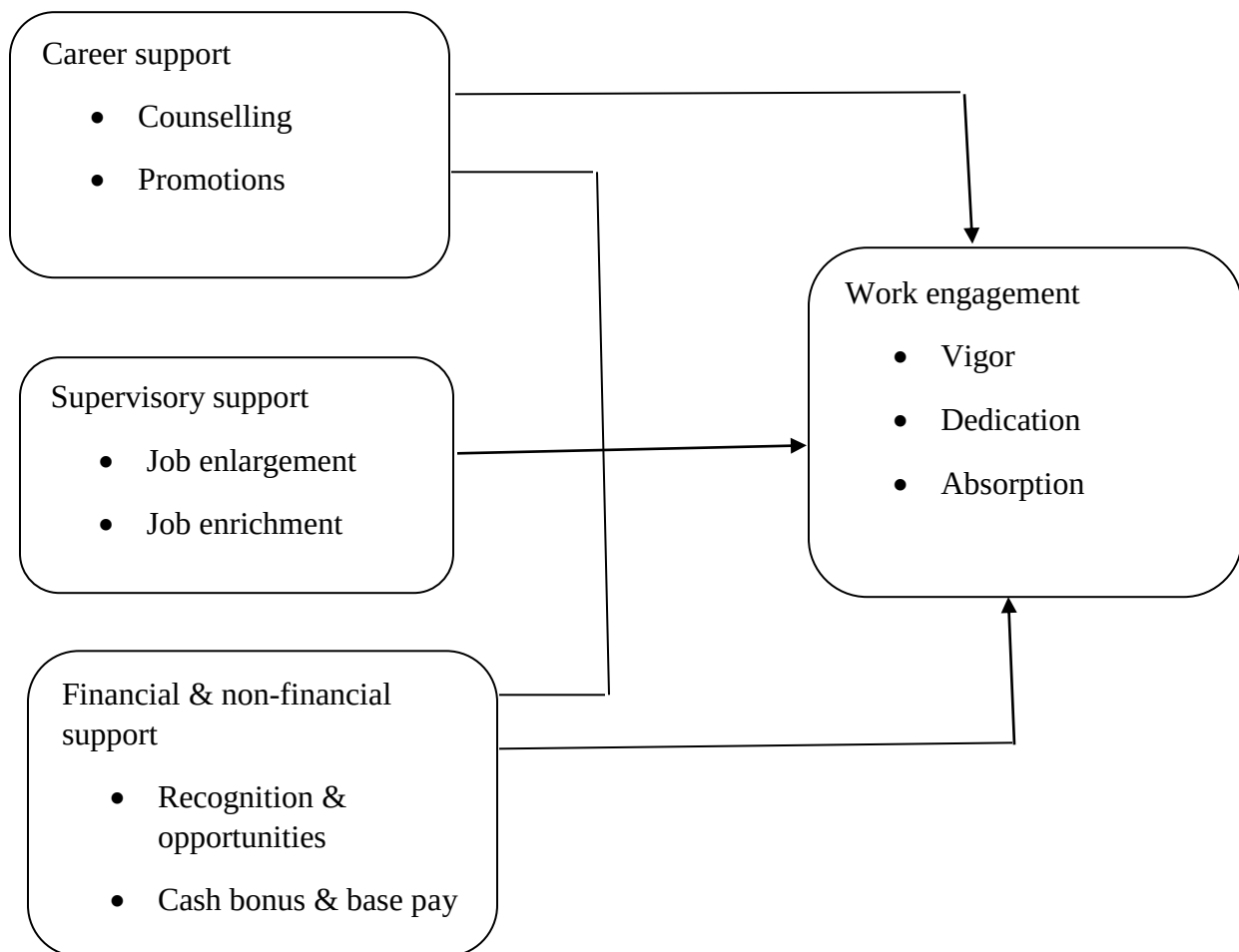
- I. Policy makers and technocrats could use the recommendations to come up with better strategies to address gaps in work engagement.
- II. The local government officials could use the report to evaluate the effectiveness of organization support in improving employee vigor, dedication and absorption in work environment.

- III. The findings and recommendations of the study would add to the body of knowledge to future researchers and scholars along the areas of perceived organization support and work engagement.

1.8 The conceptual framework

Figure 1: Conceptual framework

PERCEIVED ORGANIZATION SUPPORT



Source: Developed from Anwar & Tariq (2023); Maree & Magere (2023); Gunstensen (2021); Musenze, et al. (2020) and Schaufeli and Bakker (2004)

The conceptual framework above posits the relationship between perceived organization support (independent variable) and work engagement (dependent variable). Perceived organization support was measured in terms of career support, supervisor support and financial and non-financial support. In the conceptual framework, it was assumed that: - a good career support led to work engagement; effective supervisory support resulted into improved work engagement; and a better financial and non-financial support enhanced work engagement. Ultimately, it was envisioned that combining career support, supervisory support and financial and non-financial support could significantly influence work engagement.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents reviewed literature on perceived organization support and work engagement. It brought out the appreciations of what has been done on these variables under study but also the gaps that are identified in the existing body of literature which forms the focus of this study.

2.1 Theoretical Review.

This study used two theories such as the organizational support theory (OST) and the social exchange theory to explain perceived organizational support.

2.1.1: Organizational Support Theory (OST)

Organizational Support Theory (OST) was developed by Eisenberger, Huntington, Hutchinson, & Sowa in 1986; Eisenberger & Stinglhamber in 2011 and Shore & Shore in 1995. The theory proposes that employees form a generalized perception concerning the extent to which the organization values their contributions and cares about their well-being (Kurtessis, Eisenberger, Ford, Buffardi, Stewart & Adis, 2017). This acts as a sign for workers about the level at which organizations value the employee's assistance and care about their wellbeing. Although many studies have shown the positive consequences of POS in terms of increasing employees' positive attitudes towards the organization and work (e.g., Kurtessis et al., 2017), to our knowledge, the influence of POS on workplace conflict has received very limited attention. Organizational support theory was extended to include supervisor perceptions about the group support they

receive from their subordinates (i.e., perceived subordinate workgroup support; Eisenberger, Wang, Mesdaghinia, Wu & Wickham, 2013).

Therefore, organizational support theory (OST) lacks from a theoretical rationale regarding the relationship between POS and workplace conflict and empirical findings regarding this issue. The theory shows that if employees perceived that the organization is concerned with their welfare and value their contribution, employees will consciously join the membership of the organization to self-identity, so are more willing to immerse themselves in the role of the organization, to spare no effort to do their work and increase their self-expression performance in the work. For this reason, Organizational support was developed from Organizational support theory to improve employee work engagement.

2.1.2: Social Exchange Theory

Social exchange theory was developed by George Homans, a sociologist in 1958. It proposes that social behavior is the result of an exchange process purposely to maximize benefits and minimize costs (Cherry, 2022).

Organizational Support Theory (OST) invokes social exchange theory wherein employment is viewed as the trade of effort and loyalty by the employee for tangible benefits and social resources from the organization (Cropanzano & Mitchell, 2005). Thus, organizational rewards and favorable job conditions such as pay, promotions, job enrichment, and influence over organizational policies contribute more to POS. If the employees believe that the result from the organization's voluntary actions, as opposed to external constraints such as union negotiations or governmental health and safety regulations POS should elicit the norm of reciprocity, leading to a felt obligation to help the organization, as well as the expectation that increased performance

on behalf of the organization will be noticed and rewarded. As a result, employees with high POS should engage in greater job-related efforts, resulting in enhanced in-role job performance and extra role performance helpful to the organization. With regard to affective organizational commitment, employees seek balance in their relationship with the organization by developing favorable attitudes and behaviors consistent with POS. Thus, felt obligation resulting from POS has been found to be positively related to affective organizational commitment (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001)

2.2 Work engagement

Many researchers have a great deal of interest in work engagement because it drives performance and organizational outcomes (Macey and Schneider, 2008; Lee and Huang, 2019; De Carlo et al., 2020). Work engagement is defined as positive behavior or a positive state of mind at work that leads to positive work-related outcomes (Seligman, & Csikszentmihalyi, 2000). Employee work engagement is defined as a “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli *et al.*, 2002). According to Khusanova, Kang & Choi (2021) engaged employees possess energetic and affective connections with their work activities and are capable of dealing with job demands, and transfer their engagement to others at work for promoting a healthy workplace. They therefore maintain a positive state of mind and immerse themselves in their work, leaving little time and space for negative thoughts, such as thinking about leaving their job (Gupta & Shaheen, 2017). Since disengaged employees are costly to public organizations identifying the drivers of work engagement in that sector is important (Mostafa & Abed El-Motalib, 2020). Different scholars like Permata and Mangundjaya (2021); Chen, Richard, Boncoeur and Ford (2020) and Karatepe, Rezapouraghdam

and Hassannia (2020) have attempted to understand work engagement in terms of vigor, dedication and absorption. This study will popularize work engagement using vigor, dedication and absorption (Schaufeli *et al.*, 2002; Kong and Li, 2018; Schaufeli *et al.*, 2019).

Vigor at work is a positive affective response to continuous interactions among different elements of the work environment (Cortés-Denia, Lopez-Zafra & Pulido-Martos, 2021). It refers to high levels of energy, feeling fit and strong, being able to work for long periods without getting tired (Ahmad, Han, Ariza-Montes & Vega-Muñoz, 2022). The vigor involves high level of energy and mental resilience during work is expressed as determination to keep working and persistence to be committed to organizational outcomes (Gera, Sharma & Sain, 2019). The enthusiasm can be felt from the high level of energy and endurance of the mind while working, the willingness to give the best in a job, and perseverance when facing a problem (Schaufeli, 2017).

Ahmad, at el (2022) refers to dedication as being strongly involved in one's work. It also refers to the strength of engagement in a job and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenges (Schaufeli, 2017). Dedication is the strong involvement in one's work characterized by a sense of significance, through morale, pride, inspiration and challenge. A dedicated employee better understands and supports the company's values and tends to go the extra mile in protecting the company's image Jaya, & Ariyanto, 2021).

Absorption is one of the characteristics of employee engagement which refers to a person's state of mind that is more pervasive and persistent (Schaufeli, 2012). Schaufeli and Bakker (2004) define absorption as employee's characterized of being fully concentrated and happily engrossed in work whereby time passes quickly and the employee has difficulty with detaching from work.

Employees are engaged to have an energetic and effective relationship with their work activities, and they see themselves able to deal well with the demands of their work (Schaufeli, 2017). According to Jaya, & Ariyanto (2021) a high level of absorption will result in better performance, because absorption represents an attitude of concentration and seriousness in work. It portrays engagement as the state in which individuals are emotionally committed to the organization as measured by employees displaying an intense desire to be a member of the organization (Bedarkar & Pandita, 2014).

2.3: PERCEIVED ORGANIZATION SUPPORT

Perceived Organization Support is the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills socioemotional needs (Dai & Qin, 2016). It is the assessment of employees' work contributions and psychological well-being after receiving aid from the organization to meet their social–emotional needs (Tang, Yu, Cooke, & Chen, 2017). Perceived Organizational Support is viewed as organizational support felt by employees in the form of organizational care, such as giving work rewards, providing opportunities for self-development, and listening to employees' opinions. The higher the perception employees have on organizational support, the more inspiration, care, support, and appreciation they recognize from an organization (Chang, Wu, & Weng, 2019).

Gupta (2019) refers to career support as a range of different educational, counseling, and human resource management interventions such as promotions that can support individuals to develop and manage their careers (Maree & Magere, 2023). It is the development of the skills of employees on an organization to better results and most organizations build the career of senior staff than low level cadres (Dumitrescu, 2023).

Supervisor support is defined as employee views concerning the degree to which their supervisors value their contributions and care about their well-being (Bhanthumnavian, 2003). Supervisor support refers to an individual perception about the supervisor's support being significant and contributory towards the employees (Rhoades & Eisenberger, 2002). In this study, the researcher looks at supervisor support in terms of job enlargement and job enrichment (Anwar & Tariq, 2023). Job enrichment is about adding new tasks to an existing job to give employee a sense of ownership, while enrichment is about giving employee more responsibility for their work to enable them learn new skills and advance their career (Anwar & Tariq, 2023). Swanberg *et al.* (2011) urged that employees who receive healthy support from their supervisors are high in work engagement.

Rewards support is the financial, non-financial and psychological benefits that an organization provides to workers in return for their contributions and efforts (Haider, Aamir, Hamid & Hashim, 2015). Non-financial support in this study includes recognition and opportunities accorded to employees (Gunstensen, 2021). Financial reward support is defined as the extent to which the organization cares about the employee's financial needs and rewards the employee's contributions through various forms of compensation and employment benefits such as performance-based cash bonuses, increase in base pay (Kraimer & Wayne, 2004). Employees will not develop satisfaction which results in work engagement if the reward support are not provided in sufficient quality by the employer (Nabi, Islam, Dip & al Hossain, 2017).

2.4 Career support and work engagement

Perceived career support, as an important dimension of POS (Kraimer and Wayne, 2004), When employees perceive that their organization cares for their career needs and supports them in their career development, it creates an obligation on the part of employees to reciprocate in positive

ways. Thus, when employees perceive that their organization is supportive of their career, they are likely to look for every possible opportunity to contribute to the organization and its progress by displaying higher work engagement. Within the context of career support, organizations that take interest in employees' careers and consider employees' goals and feelings when making career decisions enter into a relational psychological contract with employees and send signals to employees that they have discretion in choosing their career paths and goals and that organizations are autonomously-supportive in terms of their careers. Several scholars have attempted to investigate that career support impacts on the work engagement. For instance, Einwiller, Ruppel and Stranzl (2021) examined the influence of informational and relational internal communication on cognitive and affective responses and job engagement during organizational crises caused by the COVID-19 pandemic and a significant but distinct influence was found. Poon (2013) tested the predictive effects of perceived career support and affective commitment on work engagement from 115 full-time employees enrolled as part-time graduate students in a large public university in Malaysia. The multiple regression analysis results indicate that the relationship between perceived career support and work engagement was mediated by affective commitment. They suggested that employers can promote employee work engagement by ensuring that employees perceive their organization to be supportive of their career and increasing employees' level of affective commitment. Furthermore, Yang *et al.* (2020) in their cross-sectional study carried out in Liaoning Province, China from 836 doctors found that perceived organizational support was positively connected with work engagement (vigor, dedication, absorption). One of the proper explanations is that perceived organization support not only improves work attitude, but also promotes many positive organizational behaviors. The doctors who have been recognized by the organizations generally hold an organized identity

themselves, which increases emotional bond with the organization. Based on the above empirical studies reviewed, there is scanty evidence of the study that has linked career support and work engagement directly within organizations. Therefore, this study attempted to examine the relationship between career support and work engagement.

On a contrary note, Gupta (2019) examined the mediating role of work engagement between the relationship of perceived career support and work performance as well as between the relationship of career adaptability and work performance. The regression analysis results indicate that work engagement was found to be mediating the perceived career support and work performance relationship fully. The findings suggested that managers may take steps to enhance engagement levels of the employees so that it can help the interns high on perceived career support and career adaptability perform well at work.

2.5 Supervisor support and work engagement

Previous scholars have found that the relationship between supervisor support and work engagement does exist. Dal (2020) investigated the perceived role of supervisor support in predicting the work engagement levels and the results revealed that the perceived supervisor support decreased as the trainers' level of education increased. Similarly, Yang et al. (2021) observed that a supervisor's support, such as task guidance, training opportunities, and feedback, can contribute to increasing their employees' commitment and work engagement. This view was supported by Mohamed and Ali (2016) who examined the impact of supervisor support on employee's engagement and the result revealed that supervisor support has significant relationship with employee's engagement. Also, Baqir, Hussain, Waseem & Islam (2020) examined the impact of reward and recognition and perceived supervisor support on employee engagement. The results show that reward & recognition and supervisor support can engage

employees for better performance. With the aim of addressing the global work engagement crisis, Ahmed, Majid, Al-Aali & Mozammel (2019) examined how prominent job resources such as supervisor support, coworker support and meaningful work perceptions can influence work engagement. The study result showed a strong positive relationship of supervisor support and coworker support with work engagement. Another study by Suan and Nasurdin (2016) investigated the impact of supervisor support and the results indicate that supervisor support positively influences work engagement. Furthermore, De Ocampo *et al.* (2018) examined the relationship between organizational support and supervisor support to work engagement and the findings indicated a high and significant relationship between the companies' organizational and supervisor support with employees' work engagement.

On a contrary note, Pattnaik and Panda (2020) investigated the relationship between supervisor support, work engagement and turnover intentions with work engagement playing the role of a mediator and found that work engagement partially mediates the relationship between supervisor support and turnover. More so, Panda, Sinha and Jain (2022) explored the moderated mediating role of supervisory support on the relationship between job meaningfulness on job performance through employee engagement. Findings of this study indicate that job meaning mediated by employee engagement contributes to job performance. Supervisory support was also found to be salient as it moderates both direct and indirect relationships between job meaningfulness and job performance through employee engagement.

The above empirical studies portray that the effect of supervisor support on the work engagement from different countries has a considerable linkage. Though there is scanty evidence with the help of recent data within the Ugandan context particularly public organizations. Hence, this

study will attempt to examine the relationship between supervisor support and work engagement in Uganda.

2.6 Financial and Non-Financial support and work engagement.

Financial and Non-Financial support are essential in promoting work engagement (Victor & Hoole, 2017). Previous scholars have attempted to examine the relationship between financial and non- financial support and work engagement. Taufek, Zulkifle and Sharif (2016) examined the relationship between reward system and work engagement using staff of various companies in Rompin District, Pahang, Malaysia. The study established that there was a positive and significant relationship between the reward system involving extrinsic rewards namely compensation and benefits and work engagement. Similarly, Victor and Hoole (2017) studied the relationship between organizational rewards and work engagement with employees from various industries and their analysis revealed existence of a positive and significant relationship between intrinsic rewards and employee work engagement. In another study, Mugizi, Katuramu, Dafiewhare and Kanyesigye (2020) examined the relationship between employee rewards on work engagement of non-academic staff in a public University in Uganda and findings indicated that both intrinsic and extrinsic rewards are essential for work engagement of employees. Employees generally view compensation or financial rewards as a transactional psychological contract or exchange of their investment and commitment towards work engagement (Antoni *et al.*, 2017). This study posits that the employees perceiving that their organization is least supportive and do not value them, especially in times of health hazards prevailing in the environment that is prevalence of COVID-19, may lose their concentration on work and may focus more on saving themselves from the bad effects of COVID-19. Farndale and Murrer

(2015) postulate that financial rewards might act as job resources, but they measured financial rewards by asking whether compensation plans reward outstanding job performance. Therefore, in fact Farndale and Murrer (2015) measured perception of pay for performance level, not direct or indirect financial rewards. Thus, it seems that the currently available research studies provide inconclusive findings about financial rewards-work engagement links. Furthermore, Kulikowski and Sedlak (2017) demonstrated that financial rewards, not being related to work engagement, in all likelihood cannot buy work engagement. Instead, they advocate the presence of job resources such as supervisor support and co-worker support appear to be a crucial feature of the workplace, especially if an organization's goal is not simply to compensate employees' effort, but also to enhance their work engagement. In a South African study, Jacobs et al. (2014) found that when organizations provided employees with heightened intrinsic rewards, they were more engaged in their work. Further, Victor and Hoole (2017) indicated that there is a moderate-to-strong positive relationship between the rewards and work engagement. They provide insight for behavioral practitioners to potentially draw upon when improving talent management strategies. Both extrinsic and intrinsic rewards are important factors in keeping employees engaged and ultimately retaining them.

The above previous research offers a positive direction regarding the influence of financial rewards on work engagement. However, most of the studies have been conducted outside Uganda. The findings provide insight for behavioral practitioners to potentially draw upon when improving talent management strategies.

2.7 Perceived organization support and work engagement

Amir and Mangundjaya (2021) and Eisenberger *et al.* (2016) defined perceived organization support as an overall employee belief about the extent to which organizations value their contribution and care about their well-being. There are three pleasant treatments from organizations that could improve the perceived organization support such as the organizational rewards, the conditions of work and support from supervisors and fairness. Previous scholars have examined the relationship between perceived organization support and work engagement. The findings indicate that perceived organization support actually influence work engagement. For instance, Musenze *et al.* (2020) examined the relationship between perceived organization support and work engagement and found that perceived organization support is positively and significantly related to work engagement. Similarly, Jankelová, Joniaková, & Skorková (2021) examined the relationship between perceived organization support and work engagement of first-line health-care managers and the findings indicated a positive association of perceived organization support and work engagement. In another study, Dai & Qin (2016) investigated the relationship between perceived organization support and work engagement and the result indicated that work engagement increased job satisfaction, reduced psychological strains and enhanced extra-role performance. POS stimulates employees to build an emotional attachment with the organization which, in turn, influences their willingness to work in difficulties and be engaged. (Gupta, Agarwal, & Khatri, 2016). Employees with high perceived support are likely to have more positive feelings towards and attachment with their jobs (Karim, Baset, & Rahman, 2019). Furthermore, Stefanidis and Strogilos (2020) investigated the role of organizational support in the work engagement levels of employees and the results indicated that higher levels of supervisor's and co-workers' support have a positive impact on work engagement levels of

employees. In another study, Nguyen *et al.* (2021) collected data from 216 employees working at corporate offices in Hanoi, Vietnam and the study found significant positive effect of perceived organization support and Perceived Family Support on Employee Engagement.

On a contrary note, the study to find the relationship between perceived organizational support and work engagement in Mexican workers revealed weak correlations only between one dimension of perceived organizational support (satisfaction of socio-affective needs) and two dimensions of work engagement: vigor and dedication (Ortiz-Isabeles, 2021). Imran *et al.* (2020) examined the indirect influence of perception of organizational support on employee work engagement with the mediating influence of flourishing and thriving at work. The results indicated that perceived organization support directly influences work engagement. Therefore, organizations should focus on creating a supportive environment for their employees to enhance engagement at work.

While various academicians have investigated work engagement construct in conjunction with work-related predictors and outcomes (Musenze *et al.*, 2020), limited studies have investigated the linkages between perceived organization support attributes and work engagement particularly from Ugandan perspective. This therefore creates a gap in the academia which the current researcher wants to investigate

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter contains the research design, study population, sample size and sampling procedure, data sources, data collection instrument, measurement of variables, reliability and validity of instruments, data processing and analysis, ethical considerations and anticipated limitations of the study.

3.1 Research design

Research design is the use of evidence-based procedures, protocols, and guidelines that provide the tools and framework for conducting a research study (McCombes, 2021). The researcher will use cross-sectional research design with quantitative approach, which is an observational study that analyzes data from a population at a single point in time (Salkind, 2010). This research design is preferred because it is moderately inexpensive and quick to conduct as data on all variables are only collected at one time point.

3.2 Study population

In Arua District Local Government which was the area under study, a study population of 210 district government employees were considered from the four sub counties of Ajia, Arivu, Vurra and Logiri (Arua district report, 2020).

3.3 Sample size

A sample size of 136 district local government employees were considered using the sample size determination table by Krejcie and Morgan, (1970). This table is preferred for this study because it simplifies the process of determining the sample size for a finite or known population (Bukhari, 2021).

3.4. Sampling technique

The researcher will use probability simple random sampling technique methods in which every member of the population will have the same probability of being randomly selected into the sample, thereby reducing selection bias, and increasing level of accuracy (Nikolopoulou, 2023). This will be done by writing names of all the 210 employees on pieces of paper, which will then be folded, placed in a large bowl, and then thoroughly shaken. A predetermined number of 136 employees will be randomly picked without replacement from the bowl to constitute the sample size.

3.5 Unit of analysis

The unit of analysis for this study will be the district local government employees. This is because work engagement and the variables to boost it namely vigor, dedication and absorption all point to employees.

3.6 Unit of inquiry

In this study, the Sub County chief, LCIII chairperson and sub accountant were purposely included, while 10 civil servants and 21 teachers were randomly selected from each of the four sub-counties, making a total of 34 employees per Sub County. Thus, a total of 136 (34 x 4) local government employees constituted the respondents and unit of inquiry for the study.

3.7 Data Sources

The study will use primary. Primary data is original and unique data, which is directly collected by the researcher from sources such as observation, surveys, questionnaires, case studies, and interviews in accordance with their own standards (Martins *et al.*, 2018).

3.8 Data collection instrument

The researcher will use closed ended questionnaire which will be anchored on 5-point Likert scale. An odd Likert scale will be preferred to cater for the interest of neutral respondents for gathering more accurate data without bias.

3.9 Measurement of study variables.

Perceived organizational support was measured using supervisor support, career support and financial and non-financial support (Anwar & Tariq, 2023; Maree & Magere, 2023; Gunstensen, 2021). On the other hand, work engagement was measured vigor, dedication and absorption (Musenze, *et al.*, 2020); Schaufeli et al., 2019). In addition, respondents were asked to rate these items on a 5-point Likert type scale, ranging from 1 (“strongly disagree”) to 5 (“strongly agree”), with higher scores indicating higher work engagement. The choice for the 5-point Likert scale was because it gives the respondents a variety of responses to respond to.

3.10 Reliability and Validity.

The research instrument was pre-tested to establish its validity and reliability. Validity of the questionnaire was examined using content validity Index (CVI) to determine the relevance of the questions in measuring the variables where questionnaires were distributed to the experts, fellow researchers and academicians in the discipline of perceived organization support and work engagement. The validity of the instrument was tested and the internal consistency of the instrument was tested to find out whether it consistently measured the study variables on the scales used (Amin, 2005). The items in the instruments were discussed with 2 supervisors and 2 experts in human resource management to check for internal accuracy and relevancy for the

study and based on the discussions, a consensus was reached on the items that were included in final instruments to ensure that the instrument had content validity.

Likewise, the Reliability of the questionnaire was tested using Cronbach's alpha test (Nunnally & Bernstein, 1994; Cronbach, 1951). The computed Cronbach alpha coefficient results above 0.7 was acceptable (Hair, *et al.*, 2014). The questionnaires were given to 30 individuals to give their opinion regarding the relevancy of the questions using a 4-point Likert scale.

Table 1: Summary of reliability coefficient for each latent construct

Variables	Cronbach's Alpha	Number of items
Work engagement	.840	17
Supervisor Support	.874	10
Career Support	.704	4
Financial and non-financial Support	.882	6

Source: Primary data

According to Nunnally, (1978) and Grayson, (2004), a cut-off alpha coefficient of 0.7 is sufficient to prove that the instrument is reliable. Therefore, the reliability coefficients of the research instruments were higher than 0.7, implying that the instrument was reliable.

3.11 Data processing and analysis

After receiving the completed questionnaires from the field, a data entry capture template was designed in the Statistical Package for Social Scientists (SPSS 25) to capture the data. Data was cleaned to enable further statistical analysis. Descriptive statistics was used to explain the demographic characteristics of employees. Pearson correlation analysis was carried out to

examine the strength of the relationship between perceived organization support and work engagement. Also, ordinary regression analysis was carried out to determine the predictive power of perceived organization support on work engagement.

3.12 Ethical consideration

The researcher endeavored to uphold the confidentiality of the sources of data by assuring respondents that the study was purely for academic purposes. In this, the researcher got a letter of introduction from the faculty of graduate studies and research authorizing her to collect data. The selected participants were informed of their freedom to either participate or reject and the questionnaire instrument had no space for name or telephone number.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter covers analysis, presentation and interpretation of the findings. The results were presented using tables. Frequency distribution tables were used for presenting data on the demographics of the respondents.

4.2 Response Rate

Out of the distributed 136 questionnaires, 126 were returned. The 126 returned questionnaires constituted 92.6% response rate which was a good representation of the whole population as postulated by (Field, 2009).

4.3 Demographic characteristics of the respondents

The demographic features of the respondents consisted of the respondents' characteristics that included gender, age bracket, highest level of education attained, time worked for the organization and time frame the institution has been in existence.

Table 2: Gender of Respondents

		Frequency	Percent	Cumulative Percent
Valid	Male	80	63.5	63.5
	Female	46	36.5	100.0
	Total	126	100.0	

Source: Primary data

From table 2, 63.5% were male respondents and 36.5% were female respondents. This implies that Arua district local government staff are mostly dominated by males as compared to their female counterparts. This also suggested that more men work in local government than women.

Table 3: Age bracket of the respondents

		Frequency	Percent	Cumulative Percent
Valid	Below 25 years	7	5.6	5.6
	25 - 35 years	61	48.4	54.0
	36 - 45 years	41	32.5	86.5
	46 - 55 years	16	12.7	99.2
	Above 55 years	1	.8	100.0
	Total	126	100.0	

Source: Primary data

From the table 3, 48.4 % of the Arua district local government employees fall between 25-35 years of age, 0.8 % of the employees are above 55 years of age. From the above statistics, the majority of the employees in Arua district fall between 25-35 years of age thus are youthful who participated in the study.

Table 4: Education level of respondents

		Frequency	Percent	Cumulative Percent
Valid	Certificate	10	7.9	7.9
	Diploma	43	34.1	42.1
	Bachelor's Degree	57	45.2	87.3
	Master's Degree	14	11.1	98.4
	PhD	2	1.6	100.0
	Total	126	100.0	

Source: Primary data

From the table 4, 57% of the respondents were bachelor's degree holders and 1.6% of them were PhD holders. Thus, majority of the employees of Arua district local government held bachelor's

degree and they seemed knowledgeable about perceived organization support and work engagement of employees.

Table 5: Time worked for this organization

		Frequency	Percent	Cumulative Percent
Valid	Less than 5 years	38	30.2	30.2
	6 -10 years	38	30.2	60.3
	11 - 15 years	27	21.4	81.7
	16 - 20 years	14	11.1	92.9
	Above 20 years	9	7.1	100.0
	Total	126	100.0	

Source: Primary data

Table 5 gives a summary of how long a given respondent has worked for Arua district local government. From the above statistics, 30.2% of the respondents have worked for between less than 5 years and 6 – 10 years respectively. This implies this duration was adequate for them to learn most of the issues concerning the district.

Table 6: Time frame this institution has been in existence

		Frequency	Percent	Cumulative Percent
Valid	Less than 10 years	11	8.7	8.7
	10 -20 years	14	11.1	19.8
	20 - 30 years	36	28.6	48.4
	Above 20 years	65	51.6	100.0
	Total	126	100.0	

Source: Primary data

Table 6 gives time frame this institution has been in existence. From the above statistics, 51.6% of the respondents said Arua district local government existed for above 20 years and therefore were mature enough to comprehend and respond to the questionnaire.

4.4 Correlation Analysis

The Pearson correlation coefficient was used to test the relationship between the observable constructs of the independent variable and dependent variable.

Table 7: Pearson Correlation analysis

	1	2	3	4
Career Support (1)	1.000			
Supervisor Support (2)	.531**	1.000		
Financial and non-financial Support (3)	.616**	.334**	1.000	
Work Engagement (4)	.356**	.479**	.344**	1.000
Sig.	.000	.000	.000	

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

Source: Primary data

4.4.1. The relationship between career support and work engagement

The second objective of the study was to examine the relationship between career support and work engagement. From the findings in table 10 above, there existed a positive relationship between career support and work engagement which was significant ($r = 0.356$, $p < .01$).

4.4.2. The relationship between supervisor support and work engagement

The first objective of the study was to examine the relationship between supervisor support and work engagement. As seen in table 10 above, there was weak positive relationship between supervisor support and work engagement which was significant ($r = .479$, $p < .01$).

4.4.3. The relationship between financial and non-financial support and work engagement

The third objective of the study was to examine the relationship between financial and non-financial support and work engagement of local government employees of Arua district. As seen

in table 10 above, there was a weak positive relationship between financial and non-financial support and work engagement which was significant ($r = .344$, $p < .01$).

4.5 Regression analysis

The regression analysis was used to determine the effect of supervisor support, career support and financial and non-financial support on the work engagement of Arua district local government employees. Regression analysis helps us to determine the predictive power of the independent variables on dependent variable thus helps in making predications. The results are summarized in the table below.

Table 8: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	2.106	.241		8.724	.000		
	Supervisor Support	.333	.076	.402	4.393	.000	.718	1.393
	Career Support	.013	.065	.022	.198	.843	.502	1.994
	Financial and non-financial Support	.130	.065	.196	1.997	.048	.621	1.611

a. Dependent Variable: Work Engagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics F Change	df1	df2	Sig. F Change
1	.517 ^a	.268	.250	.49943	.268	14.868	3	122	.000

a. Predictors: (Constant), Financial and non-financial Support, Supervisor Support, Career Support

The results from Table 13 showed that supervisor support in the regression model had significant positive effect on work engagement in Arua district (beta = .402, p value = .000; $p < .01$). This implies that a unit increase in supervisor support has an effect on work engagement by 0.402 unit. Further, the results indicated that financial and non-financial support and career support had insignificant positive effect on work engagement in Arua district (beta = .196 and = 0.022 respectively, p value = .048 and .843 respectively; $P > .01$). This means that a unit increase in career support and non-financial and financial support has an effect on work engagement by 0.022 and 0.196 respectively. However, from the model summary, the variables under study predicted 25.0 % of the variance in work engagement of local government employees of Arua district. This implies that work engagement is not only explained by supervisor support, career growth and financial and non-financial support, but also by other variables that explain it by 75% not included in this study.

Furthermore, the multi-collinearity test was carried out by running regression model in table 11 in which the variance inflation factor (VIF) and tolerance values were generated. The results of multicollinearity test suggest that there is no problem of collinearity in the model. The statistical standard is that the VIF must be less than 10 and the Tolerance value must be greater than 0.1 and from the table above all the VIF are less than 10 and the tolerance values are all greater than 0.1.

From the table above, the regression coefficient denoted as R of 0.517 indicates that supervisor support, career support and financial and non-financial support have positive correlation with

work engagement. Moreover, relationship is moderate since the coefficient of 0.517 is greater than 0.5. The coefficient of determination denoted as R Square of 0.268 implies that the explanatory variables (supervisor support, career support and financial and non-financial support) account for 26.8% of the changes in the work engagement of local government employees of Arua district *ceteris paribus* while when adjusted for the degrees of freedom it explains about 25.0% of the changes in work engagement. The value for the disturbance term is 0.49943.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the discussion, conclusions and recommendations derived from the findings of the study in chapter four presented in order of objectives.

5.2 Discussion of the Findings

The study focused on the predictive power of supervisor support, career support, financial and non-financial support on work engagement of Arua District Local Government as discussed below;

5.2.1 The relationship between supervisor support and work engagement

The results of Pearson correlation coefficient revealed that there was positive significant relationship between supervisor support and work engagement. This means that an improvement in supervisor's support by organizing work to jointly benefit the employee and the organization, listening to staff problems and solving work and non-work staff conflicts, demonstrating how an employee can be jointly successful on and off the job can boost work performance. It should also be noted that if the supervisor asks for suggestions from the employees and they regard him or her as a good role model for work and non-work balance, it's associated with positive changes in work engagement of Arua district local governments.

The findings furthermore revealed that supervisor support has more predictive power compared to the other two constructs, that is, career support and financial and non-financial support. This

therefore means that supervisor support is essential in achieving work engagement of local government employees of Arua District in Uganda. This finding concurs with the study by Suan and Nasurdin, (2016) who examined the impact of supervisor support on employee work engagement and the results indicated that supervisor support positively influences work engagement and that this positive relationship was stronger for male employees than female employees. They concluded that supervisor support from instrumental and emotional aspects help lower employees' job demands and facilitate their work goals, which, in turn, enhance their work engagement.

Furthermore, a study by De Ocampo, *et al.*, (2018) on the relationship between organizational support and supervisor support to work engagement indicated that there is a high and significant relationship between the companies' organizational and supervisor support with employees' work engagement. They concluded that having a high level of perceived supervisor support among the business process outsourcing employees can help the employees be more engaged since they think and they feel that their supervisors support them and are willing to guide them all throughout their stay in the company. The organizations and the supervisors can do a lot more so that their employees will be more engaged like providing seminars, training, and activities or programs that can help the employees feel that they are being supported and valued by their organizations and their supervisors. In addition, Imran, *et al.*, (2020) investigated the indirect influence of perception of organizational support on employee work engagement and the results indicate that perceived organization support directly influences work engagement.

5.2.2 The relationship between career support and work engagement

The results of Pearson correlation coefficient established that there existed a positive relationship between career support and work engagement which was significant. This means an increase in career support through self-respect and optimism can effectively improve on the degree of work engagement. The accumulation of professional values and the satisfaction of self needs which employees obtain in the organization will stimulate the individual to have a pleasant emotional experience. When the psychological resources of the individual are richer, their expectations for self-centeredness (self-employment and self-expression) are higher, but also have a higher sense of self-efficacy and subjective initiative.

This result is similar to the findings reported by Poon, (2013) who tested the predictive effects of perceived career support and affective commitment on work engagement. The multiple regression analysis results indicate that the relationship between perceived career support and work engagement was mediated by affective commitment. They suggested that employers can promote employee work engagement by ensuring employees perceive their organization to be supportive of their career and increasing employees' level of affective commitment.

Yang, *et al.*, (2020) in their cross-sectional study carried out in Liaoning Province China, found that perceived organization support was positively connected with work engagement (vigor, dedication, absorption). One of the proper explanations is that perceived organization support not only improves work attitude, but also promotes many positive organizational behaviors. The doctors who have been recognized by the organizations generally hold an organized identity themselves, which increases emotional bond with the organization. Bakker, Demerouti and Brummelhuis, (2012) study of employees' psychological characteristics and work engagement

found that individual psychological resources such as self-respect and optimism can effectively predict the degree of work engagement.

5.2.3 The relationship between financial and non-financial support and work engagement

The results of Pearson correlation coefficient revealed that there was a positive relationship between financial and non-financial support and work engagement. This implies that a change in organization's financial and non-financial support is associated with a change in work engagement of employee of Arua District Local Government.

This finding was in line with the results of Jacobs, *et al.*, (2014) that when organizations provided employees with heightened intrinsic rewards, they were more engaged in their work. Further, Victor and Hoole, (2017) indicated that there is a moderate-to-strong positive relationship between financial and non-financial support and work engagement. They provided insight for behavioral practitioners to potentially draw upon when improving talent management strategies. Farndale and Murrer, (2015) postulate that financial support might act as job resources, but they measured financial support by asking whether compensation plans reward outstanding job performance.

5.2.4 The relationship between supervisory support, career support, financial and non-financial support and work engagement

As derived from the regression analysis, the results showed the predictive power of the supervisory support, career support, financial and non-financial support on work engagement. The combined effect of supervisory support, career support, financial and non-financial support predicted 25% of the variance in work engagement of employees in Arua local government. This demonstrated that there were other factors that influenced the work engagement by 75%. However, Kulikowski and Sedlak, (2017) demonstrated that financial support, not being related

to work engagement, in all likelihood cannot buy work engagement. Instead, they advocate the presence of job resources such as supervisor support and co-worker support appear to be a crucial feature of the workplace, especially if an organization's goal is not simply to compensate employees' effort, but also to enhance their work engagement.

5.3 Conclusion

The purpose of the study was to examine the relationship between perceived organization support and work engagement of staff in Arua District Local Government. The objectives of this study were to; examine the relationship between supervisor support and work engagement, career support and work engagement, financial and non-financial support and work engagement and lastly, the relationship between perceived organization support and work engagement of Arua district local government employees in Uganda.

The objectives of this study were to; first determine the relationship between supervisor support and work engagement, secondly establish the relationship between career support and work engagement, thirdly determine the relationship between financial and non- financial support and work engagement, fourthly, the relationship between perceived organization support and work engagement. The above objectives were achieved through a questionnaire survey of 126 employees of Arua District in Uganda. Work engagement of employees was measured using 12 statements on Likert scale.

The Pearson correlation analyses results found a moderate positive relationship between supervisor support and work engagement ($r = .479$, $p > .1$) of employees of Arua District Local Government. In terms of the relationship between career support and work engagement, the correlation analysis found a weak positive relationship between career support and work

engagement ($\alpha = .356$). There was also a weak relationship between financial and non-financial support and work engagement ($\alpha = .344$, $p > .1$). In regard to objective number four, the regression model indicated that the three predictor variables namely supervisory support, career support and financial and non-financial support accounted for 25.0% of the total variation in work engagement of employees in Arua District local government. Results indicate that supervisor support was significant predictor of work engagement of local government employees in Arua District Local Government unlike career support and financial and non-financial support were insignificant predictor of work engagement in District Local Government. A unit increase in supervisor, career and financial and non-financial support leads to an increase in the work engagement. It also concludes that working together as directed by the supervisor, employees are appreciated upon good work done can facilitate work engagement. Furthermore, when employees are given opportunity for growth through training and offering short courses, they always feel good and have vigor, dedicated and absorbed in their duties.

5.4 Recommendations

The recommendations are based on the findings of the study and discussions.

The management of Arua District local government should put emphasis on supervisor support since it has more predictive power on work engagement. This could be done by providing supportive work environment through job enrichment and job enlargement. This would encourage employees to learn new skills to improve their job engagement.

Management can also improve on career support through counselling and promotions since it fairly contributed to job engagement.

Finally, since the three variables accounted to 25% of the changes in work engagement, governments could still provide an enabling environment to promote these variables through deliberate policy interventions aimed at streamlining local government activity supervision, career development of employees and commensurate pay systems.

5.5 Limitations of the study

The current study also adopted a cross sectional research design where data was collected at one point in time which may not indicate the long-term effects of perceived organization support on work engagement. The design has a time limit as compared to a longitudinal design that studied the trends of perceived organization support and work engagement.

There was difficulty in accessibility of the targeted employees during this COVID pandemic because of the lockdown. To overcome this challenge, several reminders and follow ups were sent to the selected employees.

5.6 Areas for further study

Basing on the finding of the study, the researcher suggests the following areas for further research: -

There is need to find out the other predictors of employee engagement since supervisor support, career support and financial and non-financial support predict 25.0% of the variance in work engagement local government of Arua district in Uganda.

A comparative study with other districts in Uganda and even with other countries needs to be carried out on supervisor support, career support and financial and non-financial support and work engagement.

There is also need to carry out a similar study on work engagement, but using the longitudinal research design.

In future studies, researchers may examine the influence of variables such as organizational commitment, justice and organizational citizenship behavior as mediating variables on the relationship between supervisor support and work engagement.

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Appendix 3: QUESTIONNAIRE

MAKERERE UNIVERSITY BUSINESS SCHOOL

GRADUATE RESEARCH CENTRE

QUESTIONNAIRE FOR RESPONDENT

Dear Respondent,

I am Maliko Judith, a student of Makerere University pursuing a **MASTER OF HUMAN RESOURCE MANAGEMENT** programme and research is titled **“PERCIEVED ORGANIZATION SUPPORT AND WORK ENGAGEMENT OF EMPLOYEES OF ARUA DISTRICT LOCAL GOVERNMENT DURING COVID 19.”** You have been identified as a key and valuable respondent in carrying out this research. It is purely academic research being undertaken. Your responses will be treated with utmost confidentiality and will purely be used for the purpose of this study. It is a humble request that you spare some of your valuable time and answer the following questions.

A: BACKGROUND INFORMATION: *(please tick as appropriate)*

SECTION 1: BACKGROUND INFORMATION (PLEASE TICK WHERE APPROPRIATE)

Name of the Local government:
(Optional)

Gender

Male	Female

Marital Status

Single	Married	Widowed

Age of respondents

Less than 25 years	25 - 38 years	39 - 45 years	46-52 Years	53 Years and above
1	2	3	4	5

Level of Education

Below O level	Diploma	1 st degree	Masters	Post graduate diploma	Professional

Indicate your position in the local government

Civil servant	Teacher	Nurse	Accountant	Sub county chief	LCIII Chairman

Time frame in this position

Less than one year	1-3 years	4-6 years	7-9 years	Over 10 years

SECTION 2: Local Government characteristics (Tick the appropriate one)**What service sector do you involve in?**

Education	Health	Governance	Finance	Environment	Water & sanitation	Others

How long has the local government operated in Arua district?

Less than one year	1-3 years	4-6 years	7-9 years	Over 10 years
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Scale	1	2	3	4	5
Description	Strongly Disagree	Disagree,	Not sure	Agree	Strongly Agree

PART B:

Indicate in your opinion which Likert statements on scales by ticking the appropriate box on the basis of the following scale.

Scale	1	2	3	4	5
Description	Strongly Disagree	Disagree,	Not sure	Agree	Strongly Agree

PERCEIVED ORGANISATIONAL SUPPORT

	Supervisor support	SD	D	NS	A	SA
1	My supervisor is willing to listen to my problems in juggling work and non-work life	1	2	3	4	5
2	My supervisor takes the time to learn about my personal needs.	1	2	3	4	5
3	I can rely on my supervisor to make sure my work responsibilities are handled when I have unanticipated non-work demands.	1	2	3	4	5
4	My supervisor works effectively with workers to creatively solve conflicts between work and non-work.	1	2	3	4	5
5	My supervisor is a good role model for work and non-work balance.	1	2	3	4	5
6	My supervisor demonstrates effective behaviors in how to juggle work and non-work balance.	1	2	3	4	5
7	My supervisor thinks about how the work in my department can be organized to jointly benefit	1	2	3	4	5

	employees and the company.					
8	My supervisor asks for suggestions to make it easier for employees to balance work and non-work demands	1	2	3	4	5
9	My supervisor demonstrates how a person can jointly be successful on and off the job.	1	2	3	4	5
10	My supervisor and I can talk effectively to solve conflicts between work and non-work issues.	1	2	3	4	5
	Career support	SD	D	NS	A	SA

1	My organization takes an interest in my career.	1	2	3	4	5
2	My organization considers my goals when making decisions about my career.	1	2	3	4	5
3	My organization keeps me informed about career opportunities available within the company.	1	2	3	4	5
4	I feel that my organization cares about my career development	1	2	3	4	5

	Financial Rewards support	SD	D	NS	A	SA
1	Help is available from my organization when I have a financial problem	1	2	3	4	5
2	My organization cares about my general financial satisfaction at work	1	2	3	4	5
3	My organization cares about my opinions	1	2	3	4	5
4	My organization takes pride in my accomplishments at work	1	2	3	4	5
5	My organization financially helps me	1	2	3	4	5
6	Values my contribution to its well-being	1	2	3	4	5

C: WORK ENGAGEMENT:

	Vigor (V)	SD	D	NS	A	SA
V1	When I get up in the morning, I feel like going to work.	1	2	3	4	5
V2	At my work, I feel am bursting with energy.	1	2	3	4	5
V3	At my work I always persevere, even when things do not go well.	1	2	3	4	5
V4	I can continue working for very long periods at times.	1	2	3	4	5
V5	At my job, I am very resilient, mentally.	1	2	3	4	5
V6	At my job I feel strong and vigorous.	1	2	3	4	5
D1	Dedication (D)	SD	D	NS	A	SA
D2	To me, my job is challenging.	1	2	3	4	5
D3	My job inspires me.	1	2	3	4	5
D4	I am enthusiastic about my job.	1	2	3	4	5
D5	I am proud of the work that I do.	1	2	3	4	5
D6	I find the work that I do full of meaning and purpose.	1	2	3	4	5
A	Absorption (A)	SD	D	NS	A	SA
A1	When I am working, I forget everything else around me.	1	2	3	4	5
A2	Time flies when I am working.	1	2	3	4	5
A3	I get carried away when I am working.	1	2	3	4	5
A4	It is difficult to detach myself from my job.	1	2	3	4	5
A5	I am immersed in my work.	1	2	3	4	5
A6	I feel happy when I am working intensely.	1	2	3	4	5

Appendix 2: Krejcie and Morgan's Table to Determine Sample Size

Sample size (S) required for the given population size (N)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	256	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: From R.V Krejcie and D.W. Morgan (1970), determining the sample size for research activities, educational and psychological measurement.