Job Satisfaction Among Civil Servants in Uganda: The Challenges and Prospects of Tororo and Bulambuli Local Governments.

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ABSTRACT

Job satisfaction among Ugandan government employees, especially in Tororo and Bulambuli Local Governments, is a significant subject owing to the consequences for employee well-being, productivity, and overall organizational success. Understanding the problems and opportunities faced by civil servants in these locations is critical for establishing ways to increase work satisfaction and, eventually, improve public service performance.

In Uganda, Civil servant employees play an important role in implementing government policies and programs, hence work satisfaction is an important aspect in attaining efficient and effective service delivery.

The paper adopted an explanatory approach to gain a better understanding and explore how and why job satisfaction has generally been proven as an important impetus for driving employees to better connect with their workplaces. The paper's findings indicated that, while civil servants in both local governments enjoy a reasonable degree of job satisfaction, despite that they face major problems that impair their sense of fulfilments at work. These difficulties include severe workloads, insufficient salary, a lack of recognition, and little possibility for professional growth and development.

Despite these difficulties, the study found some potential for job satisfaction among Local Government employees in Tororo and Bulambuli Local Governments. These include the development of new rules and initiatives to improve working conditions and increase employee recognition and motivation. The findings herein show that the main determinant factors of job satisfaction have modestly significant impacts on motivation and consequently the overall organizational performance in the civil service.

Keywords: Tororo Local Government, Bulambuli District Local Governments, Job Satisfaction, Uganda, Civil Servants.

INTRODUCTION

Job satisfaction is a complex and multidimensional concept that has been widely researched by psychologists, organizational behaviourists, and human resource managers. Numerous writers have contributed to the literature on job satisfaction, providing diverse viewpoints and insights into the elements that impact people's attitudes regarding their jobs. Some of the major renowned scholars like Edwin A. Locke who is a well-known psychologist who pioneered goal-setting theory and job satisfaction have done substantial studies into the link between work features, employee motivation, and job satisfaction (Demirkol, 2021). As narrated in the work of Frederick Herzberg (1959), a psychologist best known for

developing the two-factor theory of motivation and work satisfaction. Frederick Herzberg proposed the two-factor approach to explain job satisfaction. This theory, also known as Motivation-Hygiene Theory, separates two types of elements that impact job satisfaction: motivators and hygiene factors (Tezel, 2023). Herzberg's two-factor theory, motivators have the greatest impact on job satisfaction when they are present and adequate, whereas hygienic elements contribute to job unhappiness when they are absent or unsuitable. To sustain job satisfaction, it is critical to address both motivators and hygiene aspects, ensuring that employees have chances for advancement, recognition, and a good work environment. According to Herzberg, certain elements (such as success, acknowledgment, and responsibility) contribute to job satisfaction, while others (such as business regulations, supervision, and remuneration) can lead to discontent (Dibiku, 2023).

Civil officials in Uganda encounter a variety of obstacles, which might influence their job satisfaction. These obstacles may include inadequate salary, restricted prospects for professional growth, bad working conditions, a lack of recognition and appreciation, a heavy workload, bureaucratic red tape, and limited access to training and development opportunities. All of these variables can lead to low morale and work unhappiness, reducing the quality of public services delivered by government officials.

On the other side, there are opportunities to increase job satisfaction among government servants in Tororo and Bulambuli Local Governments. Tororo and Bulambuli, both are situated in Uganda's Eastern Region. By researching these two local administrations, the paper hopes to glean insights into the growth and development of district administrations that may be applied to other comparable locations in Uganda and beyond.

These opportunities may include implementing performance-based incentives, providing opportunities for skill development and career advancement, improving communication and feedback mechanisms between employees and management, promoting a positive work culture, encouraging teamwork and collaboration, and creating a conducive work environment that prioritizes employee well-being.

Addressing the problems and capitalizing on the opportunities for increasing job satisfaction among Ugandan public servants necessitates a multifaceted strategy including government agencies, policymakers, human resource managers, and employees themselves thus job satisfaction in Uganda is the assessment of how employees feel about their job positions (Ofumbi & Bakashaba, 2022). Prioritizing employee welfare and providing a positive work environment can increase job satisfaction among civil workers in Tororo and Bulambuli Local Governments, resulting in better service delivery and overall organizational success. How an employee feels about their job is proportional to the magnitude of job satisfaction that the employee exhibits. It may be observed through work-related attitudes such as job involvement and commitment, other factors notwithstanding. An employee who exhibits satisfaction at the job is therefore one who has positive feelings about their work whereas one who is dissatisfied with their job will hold negative feelings and express emotional insufficiency at the job. The main concern for the employer therefore is to understand the dynamics that revolve around the levels of job satisfaction at the workplace and determine measures that can be implemented to steer organizational behaviour in a positive direction.

As is the case in Uganda, the civil service has generally grappled with underperformance in terms of service delivery or less productivity in their jobs due to cultural practices, tribal affiliations, and clan relationships are the major factors that are reflected in employee performance in the civil servant (Toriola Funke, 2023). These factors directly influence job satisfaction among civil servants. It is therefore imperative for the leaders in government institutions to understand some of the challenges that civil servants undergo to formulate proper, feasible, and viable prospects that could address these issues in a bid to improve service delivery at the district level and the Nation as a whole.

Consequently, Job satisfaction is a crucial component of any workforce, affecting productivity, employee

retention, and overall organizational effectiveness. According to Bolatito & Mohamoud (2024), good remuneration can generate job satisfaction with one's job hence implementing timely and equal remuneration systems for employees of the same work level and education in the district local government will improve their working performance and offer safe job security. So, therefore, the Uganda Government should be committed to improving the physical well-being of its people and involving civil servants in the decision-making process that affects their job well-being. This research focuses on job satisfaction among Ugandan governmental civil servant employees, especially those working for the Tororo and Bulambuli local governments.

Uganda, like many developing nations, confronts distinct issues in the public sector. These issues frequently influence civil officials' work satisfaction, influencing their performance and, as a result, the quality of public services provided. The purpose of this research is to investigate these difficulties and the possibilities for boosting work satisfaction in the Tororo and Bulambuli district local governments.

This paper will look into a variety of factors that influence job satisfaction, including pay, working conditions, career advancement, and the impact of organizational policies. It will also look into potential techniques for increasing work satisfaction and hence the efficacy of local governments in providing public services. We anticipate that our research will add to the larger conversation on public sector job satisfaction in developing nations, giving significant insights for policymakers, administrators, and future research on this topic.

Objectives

Job satisfaction among civil servants is a crucial aspect that impacts their productivity and overall well-being. Job satisfaction is the feeling of achievement and success within an employee. Hence, the following objectives are crucial in this aspect:

1. To understand job satisfaction among civil officials in Uganda's Tororo and Bulambuli local governments and determine the elements that influence work satisfaction among public servants in the aforementioned local governments.
2. To investigate the difficulties encountered by government personnel in gaining job satisfaction in Tororo and Bulambuli and explore the potential for increasing work satisfaction among public officials in these local governments.
3. To make recommendations for improving job satisfaction and general well-being among public servants in Tororo and Bulambuli as a genuine case for Uganda.

LITERATURE REVIEW

Job satisfaction has been a focus of organizational study due to its influence on employee performance and organizational results. According to He & Rhee (2021), Job satisfaction is defined as the level of contentment that employees have with their jobs. It extends beyond their daily responsibilities to address satisfaction with team members/managers, organizational rules, and the influence of their employment on their personal lives. Similarly, Job satisfaction refers to an individual's overall feelings and attitudes towards their job. It is a complex and multifaceted construct that encompasses various aspects of an individual's work experience, including their feelings of fulfilments, contentment, and happiness concerning their job role, work environment, colleagues, and organizational culture. Job satisfaction is influenced by a wide range of factors such as job security, salary, opportunities for advancement, work-life balance, relationships with co-workers and supervisors, recognition and rewards, and the meaningfulness of the work itself (Žnidaršič & Marič, 2021). Job satisfaction is a crucial aspect of civil servants' well-being and organizational success. Research has shown that employees who are satisfied with their jobs tend to be more productive, engaged, and committed to their organizations. They are also more likely to have lower levels of

absenteeism and turnover rates. On the other hand, civil servants who are dissatisfied with their jobs may experience negative outcomes such as stress, burnout, decreased performance, and higher turnover intentions. Sang et al, (2009) on the definition of job satisfaction acknowledge that the definition stated by Locke (1969) is generally accepted; "job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values. Job dissatisfaction on the other hand is the un-pleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's values" (Locke, 1969, p. 317).

Job satisfaction among Civil Servant employees is an essential metric of organizational effectiveness and employee well-being. Civil servants play an important role in Uganda's public service delivery and policy execution. Despite the critical services they perform, government personnel in Uganda have reported low job satisfaction. Several studies have found that government officials in Uganda are unsatisfied with their employment, which has a detrimental influence on their performance and the efficacy of public service delivery. This is notably true for governmental servants in the Tororo and Bulambuli local administrations, where job satisfaction is said to be extremely poor.

However, job satisfaction among government workers in Uganda has been a source of worry due to the numerous issues that public sector personnel encounter. The purpose of this literature study is to look into the issues and potential for work satisfaction among civil officials in Uganda's Tororo and Bulambuli local governments.

In essence, it is a positive emotional reaction felt when performing one's duties or being present at work. Civil servant's job satisfaction might vary, but some frequent qualities include the difficult nature of work, convenience (such as short commutes and flexible hours), regular praise, competitive compensation, and the possibility of future growth. It is a popular belief that employee engagement and motivation influence productivity and work performance directly, as well as the well-being of the employee, hence, job satisfaction simply translates to doing the work one likes, doing it well, and being rewarded for own efforts (Nurhasanah et al., 2023).

The diagram below depicts Job satisfaction among civil servants in Uganda.

Figure 1. Components of Job Satisfaction in Tororo and Bulambuli Local Governments from the work of (Santana, 2023)

Job satisfaction among civil servants in Uganda is an important research subject, especially in developing nations such as Uganda, where public sector employment is critical to the economy and social stability. According to Santana (2023), Civil servants will prefer the following components for their satisfaction;

1. **Pay and benefits:** Salaries and bonuses are one of the most important elements influencing work happiness. Civil Servants Employees with strong wages and incentives are more likely to decline higher compensation if they enjoy their employer and believe it provides value to their position beyond a payment. Tororo and Bulambuli Local Governments should compensate their employees fairly for their skills, experience, and other important assets.

2. **Job Security:** Good job security makes people happier at work. Nobody likes to be concerned about what the near future holds. A contented Civil Servants Employees may work toward long-term objectives while feeling a stronger sense of community and purpose inside the organization. One of the most serious issues for many districts' local government is high staff turnover, Civil servant employees just leave as soon as they find something better, as they have no loyalty to their employer or job security.

3. **Recognition and Appreciation:** Every civil servant employee can sense whether they are valued and appreciated at work. Rewarding Civil servant employees for their efforts motivates them to keep putting in their best effort for both the district business and themselves. Individual pleasure is the primary source of group happiness. As a consequence, recognizing Civil servant employees leads to greater harmony, well-being, and improved brand reputation. Furthermore, a well-respected organization like Tororo and Bulambuli Local Governments fosters a positive work environment where people look forward to working with co-workers and departments. Team dynamics are a means to catch up on each other's lives and get to know one another better rather than a requirement. As a consequence, everyone may do their hardest to produce exceptional outcomes.

4. **Career development:** Not everyone is content with their employment indefinitely. Some people are always looking to advance in their jobs. Setting objectives and learning the skills necessary to attain them during one's career inside an organization are the two main components of professional development. Believing in oneself is frequently the first simple step towards achieving life objectives. And Civil servant employees are covered by this as well. For any Civil servant employees, spending years doing nothing but sitting in an office is lethal. In order to grow as Civil servant employees and individuals, they need to take on new challenges. A reputable district local government acknowledges this fact and takes into account the innate abilities and preferences of its staff when presenting them with the next career difficulties.

5. **Engagement:** Job satisfaction and Civil servant employee's engagement typically go hand in hand. This element is essential for a better work experience since it improves the outcome when there is no engagement with the duties at work and satisfaction declines by meeting some fundamental emotional requirements. Civil servant employees feel more connected, appreciated, and their efforts matter when they participate in business events. An atmosphere of positivity permeated the district local government, making work more enjoyable. Thus, the Civil servant employees began to feel as though they belonged.

6. **Respect:** Bonding with employees in a polite manner to demonstrate gratitude for their work obligations significantly boosts job happiness. Genuine expressions of regard lead to genuine respect for labour in general. Most Civil servant employees believe that being respected by their immediate managers is vital for job satisfaction. Respect in the workplace fosters a sense of safety and cordiality. It allows for accepting others' shortcomings and acknowledging their qualities; it avoids assaults and ironies, and it does not employ violence or abuse to enforce criteria. Respect for oneself and one's co-worker's is one of the most important virtues that humans may possess. This permits people to respect one other's differences, understand, tolerate, and grow as a team.

This literature review explores current studies on work satisfaction among Ugandan government officials, focusing on the difficulties and opportunities experienced by personnel in Tororo and Bulambuli Local Governments. In Uganda, particularly in Tororo and Bulambuli Local Governments, understanding the challenges and prospects related to job satisfaction is essential for improving the working conditions and effectiveness of civil servants in these regions.

Definitions/Theoretical Review

1. Job Satisfaction:

Job satisfaction is defined as the degree of contentment that civil servants at the district local government have with their jobs. This extends beyond their regular tasks to include happiness with team managers and pleasure with government policies. Many interrelated factors are determinants of job satisfaction that have been researched in the near recent years. This paper however selects some of the important factors thought to influence the state of job satisfaction among civil servants at Tororo and Bulambuli District Local Governments.

2. Commitment:

Commitment is one's ability to dedicate their time, skills, and knowledge for the achievement of objectives set for either individual, organizational, or an event's benefit. In any organization or institution, commitment plays a key role in the general morale and output of workers. It can therefore be stated that a committed employee will have the best chance to perform and generate desirable outputs at the workplace such as Tororo and Bulambuli Local Governments. Employers thus have to control certain factors to induce commitment (Szymon T. Dziuba, et al, 2020).

3. Organizational Culture:

Many scholars have previously defined the concept of organizational culture. However, Lund, (2003) stipulates that it is "the pattern of common values and beliefs that facilitate employees understand the organization functions and thus provide them with norms for behaviour within the organization" like the Tororo and Bulambuli Local Governments. Nevertheless, according to Bruzelius et al (2004), the gist of a culture is the common values, ideas, experiences, and patterns of thoughts that are shared amongst the individuals. The researcher adds that culture is born from ideologies and is built up by layers, norms, basic assumptions, values, and artifacts that have to be implemented for it to be understood in totality (Bruzelius et al, 2004).

4. Job Content and Working Conditions:

Job content entails the requirements of the job that an employee is expected to perform or fulfil. An employee-job compatibility is determined by an assessment comparison of the job requirements concerning the skillsets, abilities, and overall knowledge of the worker. According to Wang & Brower (2018), if an individual has relevant skills, knowledge, and ability to accomplish his or her job, it is more likely that they perceive high compatibility. In an alternative approach, the authors examine whether a person's needs, desires, or preferences are reciprocated by the job. They continue to stipulate that if it so occurs that an individual's desires, preferences, and needs are found in the job, then it is highly likely that the person will find compatibility with the same. Accordingly, working conditions have a modest effect on one's satisfaction with the job. If the working conditions are perceived as convenient (clean, attractive surroundings, etc.), civil servants will find it easier to carry out their jobs whereas if they are perceived as poor (hot, noisy surroundings, etc.), civil servants will find it difficult to go about their duties (Legge, 1995),

a statement that resonates with Wang & Brower (2018).

5. Superior-Subordinate Relationship:

Leadership in an organization like Tororo and Bulambuli District Local Governments is relative to a foundation under a building as it bears very important relevance in steering civil servant employees in the desired direction. A manager whose leadership motivates civil servants can inculcate self-confidence in that employee thus prompting effectiveness in their duties. Harsey et al. (2012) theory of situational leadership posits that an effective leader must be sufficiently flexible to compromise antagonism between employees and prevailing circumstances because the performance of an employee at a workplace is dependent on the compatibility of the leadership with the factors of situational leadership. Additionally, Kinicki & Fugate (2015), and Wikaningrum, Udin, &Yuniawan (2018) in their suggestion state that employee satisfaction and the attitude at work, the environment/situation at the workplace, and the relationship between the leader and fellow workers have a significantly close relationship. It is therefore quite relevant for a leader in any leading institution to foster employee satisfaction for leadership to take the right course through applying a style of leadership that motivates the subordinates and subsequently improves satisfaction on the job.

6. Rewards and Recognition Opportunities:

Rewards are essential for employee satisfaction at Tororo and Bulambuli District Local Governments. They may range from job pay, performance bonuses, paid holidays, and promotions to academic scholarships depending on the organizational culture. When the organization provides a scheme for recognizing excelling employees it then builds an atmosphere that spans morale throughout the workplace. This subsequently leads to motivation among workers to achieve better with well knowing that they will be rewarded for their efforts in one way or another. On the contrary, any organization that does not provide such schemes tends to have dissatisfied employees, a factor that negatively impacts on organizational performance. According to Gupta, B. (2022), employees feel recognized when given special incentive status that encourages employees to excel at their work places. Such Individuals who receive intrinsic incentives such as recognition, constructive feedback, opportunities and development, feedback, tend to excel and are experience more happiness. To acknowledge an employee's achievements is the biggest nonfinancial factor necessary to improve relationship between the worker and management at the district local government level.

7. Teamwork:

According to Gnaneshwar K. & Dr. R.Perumal (2019), "Teamwork is a concept of individuals working cooperatively and in unison to accomplish common goals or objectives. Applied to workplaces like Tororo and Bulambuli District Local Governments, teamwork is a method that aligns the civil servants' mindset in a cooperative and usually selfless manner, towards specific shared business prospective goals." The importance of teamwork is something one does not have to look far to notice because it reflects in everyday jobs whether in academic institutions, sports organizations, or marketplaces. As it is observed every individual in a team complements each other with either a new skillset or an improved ability thus promoting job satisfaction and ultimately performance at the district local government in Uganda.

8. Delegation:

In any district local government in Uganda; for work to be moved on effectively, the management must delegate some authority to the civil servant employees. Delegation can be stated as the use of authority that has been granted by management to an employee of that institution. Neeraj Kumari (2011) explains that the organizational work culture that seeks to utilize the delegation of authority improves job satisfaction thus resulting in the motivation and increase in the morale of the employees. Delegation promotes confidence

and a sense of appreciation at work among employees.

Conceptual Review / Theory:

Factors that influence employee job satisfaction have been researched in recent times. Different scholars have published theories about this concept and many of these theories have either been criticized or generally agreed with within the academia. Examples of these theories are briefly explored below:

a. Abraham Maslow's Theory of Satisfaction

Maslow (1943) based his argument on humanistic psychology and clinical practices which showed that a person's requirements for satisfaction requirements could be placed in a hierarchical or pecking order such as physical needs, safety needs, social needs, esteem/achievement needs, and self-actualization (Maslow, 1943). The theory stipulates that when the base or lowest level of these needs is fulfilled or satisfied it ceases to motivate any longer, and as such, the next higher level of need must be initiated to inspire the individual to feel satisfied. The diagram below depicts Abraham Maslow's (1943) hierarchy of needs which is beneficial and suitable for any civil servant employees at Tororo and Bulambuli District Local Governments.
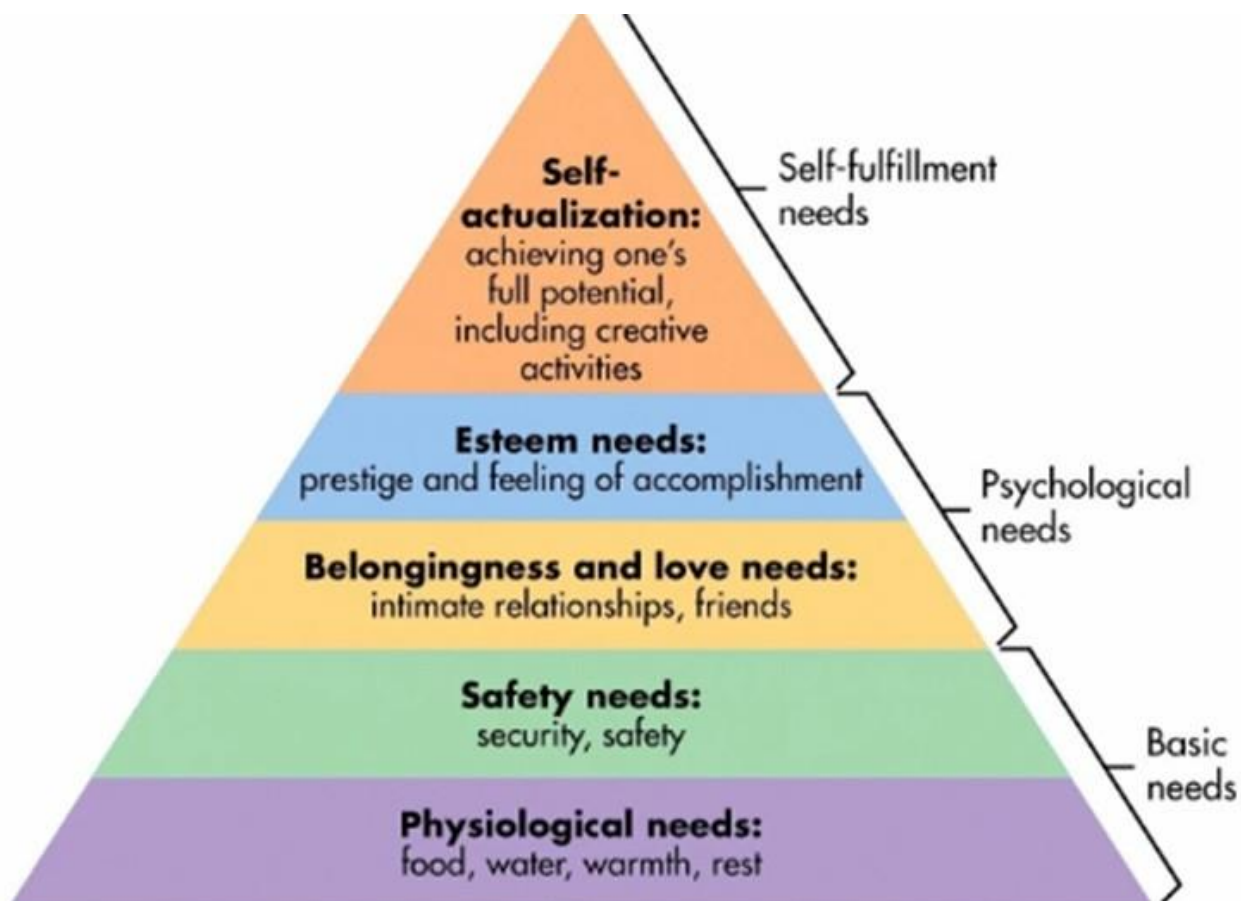

Figure 2: Maslow's hierarchy of needs.

According to Ahdiani & Maulana (2023), the theory implies that people have a hierarchy of wants that they strive to meet to achieve self-actualization and satisfaction. This hierarchy is generally shown as a pyramid, with fundamental physiological requirements at the base and safety, love/belonging, esteem, and self-actualization at the top. Maslow believed that before moving on to higher-level wants, people must first satisfy lower-level needs.

b. Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, was proposed by Frederick Herzberg in 1959. According to Lin (2023), this theory classifies factors affecting worker satisfaction into two categories: intrinsic and extrinsic. "The Two Factor Theory suggests that there are two factors that could satisfy or dissatisfy workers in carrying out their responsibilities namely job-satisfiers or motivator factors and job dissatisfaction or hygiene factors. Job-satisfiers are aspects of the job that stimulate employees' job satisfaction and it considers aspects of a job such as recognition, achievement, responsibility, advancement, and the work itself". Alternatively, job dissatisfaction or hygiene factors are regarded as contextual factors that are not necessarily motivating but their absence at the Tororo and Bulambuli District Local Governments might bring forth dissatisfaction (Ihensekien & Joel, 2023). This theory classifies factors affecting worker satisfaction into two categories: intrinsic and extrinsic as depicted in the diagram below:

Figure 3: Herzberg's Two-Factor Theory of Satisfaction (Robbins & Judge, 2015)

a. Intrinsic Factors (Motivators): Intrinsic factors, or motivators, are linked to the work itself and include:

1. Achievement
2. Recognition
3. Responsibility
4. Advancement
5. Growth

b. Extrinsic Factors (Hygiene Factors): Extrinsic factors, or hygiene factors, are related to the work environment and include:

1. Company policies and administration
2. Supervision
3. Interpersonal relationships
4. Working conditions
5. Salary and benefits

Unlike motivators that stimulate job satisfaction, hygiene factors prevent dissatisfaction when fulfilled but do not necessarily lead to satisfaction when improved further. Addressing both types of factors is essential for creating a positive work environment and ensuring job satisfaction among employees (Wang, 2024) which is suitable for Tororo and Bulambuli District Local Governments.

METHODOLOGY

Understanding the study's backdrop is essential before moving on to the methodology as both the districts of Tororo and Bulambuli in Uganda are run by local governments, which are in charge of offering the populace a range of services such as health care, education, infrastructure development, and agricultural extension services are some of these services. The core of these local governments' service delivery is provided by their civil servant employees, whose job satisfaction is essential to the efficient operation of these services. However, there have been issues with public workers' job satisfaction in certain sectors, which has impacted their performance and, as a result, the calibers of services offered to the public.

Conducting a thorough literature review from the model of Abraham Maslow's Theory of Satisfaction and Herzberg's Two-Factor Theory are the two stages in the technique for researching work satisfaction among civil officials in the local governments of Bulambuli and Tororo. Reviewing the body of research on work satisfaction would be necessary for this, especially about Ugandan public personnel. Understanding the many elements that affect work satisfaction and the difficulties faced by public servants in these local governments would be aided by this.

This paper adopted a literature review approach to evaluate the body of knowledge already available on job satisfaction among civil servants in Uganda. It entails locating, assessing, and synthesizing pertinent data from a range of sources, including books, journal articles, and other academic publications. A literature review's objectives are to present a thorough summary of the state of knowledge of a given topic, point out gaps in the body of knowledge, and recommend topics for additional study. The secondary data collected through a survey of pieces of literature are crucial in understanding the factors that influence job satisfaction among civil servants in Tororo and Bulambuli Local Governments and identifying potential strategies for improvement. This article reviewed past studies carefully and cautiously to ensure the information studied passed the criteria for data collection such as reliability and validity of data primarily collected. It carried out a vigorous survey of secondary data to ensure the findings were genuine and honest from legitimate valid sources that were consulted during this study.

Factors affecting job satisfaction in Tororo and Bulambuli Local Governments

1. Job satisfaction is a crucial consideration for people in every district local government in Uganda and it affects their general well-being and productivity. In Uganda, civil servant employees have several issues in terms of job satisfaction, which has a substantial influence on their work performance and the general operation of the government. Low pay and benefits are one of the most significant difficulties that Ugandan government personnel confront. Despite their essential role in the country's

growth, Ugandan government officials are among the lowest paid in the region, with many struggling to make ends meet. This causes financial stress and a lack of enthusiasm, which eventually reduces job satisfaction.

2. Several elements impact work satisfaction among Ugandan public personnel. One important element is the working circumstances at government entities. Poor working circumstances, such as a lack of resources, infrastructure, and possibilities for promotion, can have a detrimental influence on job satisfaction (Mugabi & Mwesigye, 2017). Furthermore, inadequate leadership and management methods can lead to low work satisfaction among government officials (Kasozi & Ntayi, 2019). Supervisors' failure to recognize, reward, and motivate staff can also contribute to lower job satisfaction (Nakabugo & Kikooma, 2018).

3. In addition to poor salaries, Ugandan public personnel experience job instability. Many government personnel in the nation work on a contract basis, putting their job security at jeopardy. The persistent threat of losing their employment might have a negative influence on their job satisfaction and general well-being. It also makes it difficult for them to prepare for the future since they don't know if they'll have a job in the following years (Claes et al., 2023).

4. Another difficulty that Ugandan government officers encounter is a lack of professional development opportunities. Because there are so few posts available, many federal officials believe there is no potential for development or promotion in their employment. This might lead to emotions of stagnation and dissatisfaction, which can reduce job satisfaction. Without sufficient career development opportunities, civil servants may lack the required skills and expertise to execute their duties successfully, resulting in decreased productivity and work satisfaction (Adu, 2023).

5. Furthermore, government officials in Uganda frequently face inadequate working circumstances. Many federal personnel labours in overcrowded, underequipped workplaces with little resources and technology. This might make it difficult to carry out their responsibilities efficiently, leading to dissatisfaction and demotivation. Furthermore, a lack of essential amenities such as clean drinking water and sufficient sanitary facilities may influence their overall job happiness.

6. Corruption and political intervention in the civil service pose considerable barriers to work satisfaction among Ugandan government personnel. The prevalence of corruption fosters a poisonous work atmosphere in which merit and hard effort are frequently disregarded in favour of bribes and nepotism. This can lead to a loss of confidence and motivation among government servants, who believe their efforts are not acknowledged or rewarded based on their performance (Kathayat, 2024).

7. One of the key challenges faced by civil servants in Uganda is inadequate remuneration. Low salaries and benefits can demotivate employees and lead to dissatisfaction with their jobs. In addition, limited career development opportunities and a lack of recognition for good performance can also contribute to low job satisfaction levels among civil servants.

Furthermore, poor working conditions, including inadequate infrastructure and resources, can impact the morale and well-being of civil servants. Inadequate supervision and support from management can also create a negative work environment that affects job satisfaction. To put it briefly, the difficulties of work satisfaction among public officials in Uganda are varied and have a substantial influence on the entire operation of the government. Low earnings, job insecurity, a lack of professional development possibilities, bad working conditions, and corruption are some of the key issues that must be addressed to enhance job satisfaction among Ugandan government officials. The government must emphasize the well-being and work satisfaction of its public servants to provide efficient and effective service delivery for the country's growth.

Prospects for job satisfaction among civil servants in Uganda

Job satisfaction among civil servants in Uganda is a topic of interest due to its implications for employee well-being, productivity, and the overall effectiveness of public administration. The civil service employees

play a crucial role in delivering public services and implementing government policies at the local level. Job satisfaction among civil servants is vital for ensuring productivity, efficiency, and effectiveness in service delivery. Several factors influence job satisfaction among civil servants in Uganda, including working conditions, salary levels, career development opportunities, organizational culture, and the quality of supervision. The following facts elucidate more:

1. Implementing performance-based incentives, providing training and capacity-building opportunities, enhancing communication channels within organizations, and promoting a positive organizational culture are some strategies that can help enhance job satisfaction among civil servants. By addressing these challenges and leveraging potential prospects, local governments in Uganda can create a conducive work environment that promotes job satisfaction among civil servants. This, in turn, can lead to improved service delivery outcomes and overall organizational performance.

2. One key factor that affects job satisfaction among civil servants in Uganda is the level of remuneration. Low salaries and irregular payment of wages can lead to dissatisfaction among employees and impact their motivation and performance. Inadequate working conditions, such as lack of proper equipment, office space, and resources, can also contribute to low job satisfaction levels.

3. Career development opportunities play a crucial role in enhancing job satisfaction among civil servants in Uganda. Opportunities for training, skill development, and promotion can motivate employees and increase their engagement with their work. A supportive organizational culture that values transparency, fairness, and employee participation can also contribute to higher levels of job satisfaction among civil servants.

4. Effective supervision is another important factor that influences job satisfaction among civil servants in Uganda. Supervisors who provide guidance, feedback, and support to their subordinates can help create a positive work environment and foster employee satisfaction. On the other hand, poor supervision practices can lead to dissatisfaction and demotivation among employees.

5. Overall, improving job satisfaction among civil servants in Uganda requires addressing various factors such as remuneration, working conditions, career development opportunities, organizational culture, and supervision practices. By focusing on these areas, public sector organizations in Uganda can enhance employee well-being, productivity, and ultimately improve the delivery of public services.

CONCLUSION

Studies have sufficiently been carried on job satisfaction at the workplace all over the world. In this article, the researchers sought to examine the determinants of job satisfaction in relation to civil servants' employee in Uganda and out of the numerous factors available seven were reviewed as major phenomenon that influence job satisfaction. In as much as these phenomenon may work in correlation to influence job satisfaction, careful reviews have been made on each one. The deductions made are as follows:

1. Commitment of an employee significantly influences the job satisfaction. A high level of commitment will provide a positive impact on job satisfaction and vice versa.

2. The influence of organizational culture is directly proportional to job satisfaction in the civil service.

3. Job content and working conditions have a greatly influence on the magnitude of employee satisfaction at the workplace.

4. Superior-subordinate relationship significantly impacts on the level of satisfaction of a civil servant on the job.

5. Rewards and recognition opportunities has little significance to job satisfaction among civil servants.

6. Teamwork among civil servants moderately influences job satisfaction.

7. Delegation has very little significance on job satisfaction of civil servants in Uganda.

This generally implies that based on the phenomenon, the levels of job satisfaction among civil servants vary according to work environment, employment security, opportunity for promotion, and recognition. According to research, organizational culture, leadership styles, workload, and general workplace circumstances all have an impact on civil servant job satisfaction.

RECOMMENDATION

Job satisfaction is an important part of any profession, and understanding its drivers is critical for improving working conditions and productivity among Ugandan government officials. Job satisfaction is a psychological condition caused by an individual's evaluation of their job or work experiences (Uraon & Kumarasamy, 2024). Job happiness is influenced by a multitude of elements, including internal ones such as job challenge, autonomy, and skill diversity, as well as external factors like income, perks, and working conditions. To improve work satisfaction among Ugandan government officials, it is vital to understand the precise elements that contribute to both happiness and discontent. This may be accomplished through surveys and interviews that evaluate many aspects of their work environment, such as job design, leadership style, organizational culture, and pay. Once these characteristics are identified, relevant interventions may be developed and implemented to address the issues and improve the prospects for civil workers in Tororo and Bulambuli local governments.

According to Agung & Tri Wijayati (2023), assessing job satisfaction among public servants in the Tororo and Bulambuli local administrations necessitates a thorough methodology that takes into account several viewpoints. Previous research has found various characteristics that influence job satisfaction among Ugandan government workers, including job stability, opportunity for growth, training and development, recognition and appreciation, and work-life balance. However, the specific issues that civil servants face in Tororo and Bulambuli local governments may differ owing to a variety of contexts. Based on the analysis of job satisfaction among civil servants in Tororo and Bulambuli local governments, several recommendations can be made to enhance their job satisfaction levels. These recommendations are discussed below:

1. **Improve Working Conditions:** this is critical to enhancing job satisfaction among civil servants in Tororo and Bulambuli local governments. This can be achieved by providing adequate resources, equipment, and infrastructure necessary for efficient service delivery. Additionally, measures should be taken to ensure a safe working environment free from harassment, discrimination, and violence. Providing adequate rest periods, promoting work-life balance, and encouraging employee participation in decision-making processes can also contribute to improving working conditions.
2. **Enhance Leadership Style:** Leadership style influences work satisfaction among government servants. Transformational leadership has been shown to increase job satisfaction by encouraging followers to surpass their expectations while creating a supportive work environment. As a result, training programs should be designed for Tororo and Bulambuli local government officials to improve their transformational leadership abilities. This can assist in fostering a healthy workplace culture that rewards employee contributions while encouraging trust, respect, and collaboration among team members.
3. **Promote Training and Development Opportunities:** Providing chances for training and development is critical for improving government officials' skills and knowledge. This may be accomplished by creating training programs that prioritize technical skill development while encouraging personal growth and professional progression chances. Encouraging continual learning through on-the-job training programs or external courses can help to improve employees' abilities while also increasing their enthusiasm and dedication to the firm.
4. **Recognize Employee Contributions:** This is critical to improving job satisfaction. This may be accomplished by developing incentive systems that acknowledge employees' efforts while

encouraging fairness and equity in remuneration methods. Regular feedback meetings should also be held to give constructive criticism and promote continued development efforts. Recognizing workers' efforts through prizes or promotions may also help to boost their motivation and commitment to the business.

5. **Promote Work-Life Balance:** Promoting work-life balance is critical for increasing job satisfaction among government officials. This may be accomplished by offering flexible work arrangements that allow people to balance their job commitments and personal obligations. Encouraging telecommuting or remote work options can also help to improve work-life balance while shortening commute times and costs. Giving employees access to counseling services or support groups can also help them manage stress and improve their general well-being.

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