



Research Paper

Satisfaction of Employee Existence Needs, Relatedness Needs and Workplace Behaviours of Administrative Staff at Makerere University.

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Abstract

Nowadays, the presence of administrative personnel is essential to promoting effective university management. In order to guarantee effective and successful service delivery, administrative staff members are expected to exhibit consistent positive workplace behaviors. Following a study done on 'the perceived satisfaction of employee needs and workplace behaviours of administrative staff at Makerere University, the data were analyzed using descriptive statistics and correlation analysis. And the study established that workplace behaviours were mostly influenced by administrative staff's positive perception of their needs being satisfied. An indication that a relationship existed. The study recommended that Makerere University Council together with the Directorate of Human resources should revise staff management policies to improve compensation systems of administrative staff commensurate to their work and qualifications. The study also suggested that the Makerere University Council, after consulting with the university's stakeholders, develop inclusive policies and decisions regarding staff development and growth. This would enable all administrative staff members to have a chance to grow professionally and fulfill their personal goals at work in a way that aligns with the university's vision and values. The university should learn from other semi-autonomous institutions in the country that have employee management systems that allow administrative staff to receive overtime compensation, housing, health insurance, transportation, insurance, lunches at work, and family time.

Key words: Satisfaction of employee needs, administrative staff, Workplace behaviours

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I. Introduction

Every circumstance has a principle that explains its being, essence, and presence; and the feeling of existence is the act of being exercised by presence (Bose, Patnaik, & Mohanty, 2021). The satisfaction of employee needs suggests that there are considered moral standards that are necessary for humans existence in any organisation (Armstrong, 2019). Therefore, how managers plan and fulfill employees' needs at work determines the employee's perception that stimulates them into productive or counterproductive workplace behaviour, as employees normally feel to be accepted at work and become members of the organization they are working for (Boxall, 2014). As a result, employee's needs satisfaction was derived from Maslow 1954 hierarchy of needs satisfaction and used to describe employee's striving to become more and more of what characteristically they are. So meeting employees needs satisfaction at work is a pleasant and positive emotional state resulting from the assessment of one's contributions and achievements. to become everything that one is capable of becoming; a universal requirement for psychological well-being of employees as they come to work with a lot of expectations which some of them could be fulfilled with employee's prospective opportunities for existence, relatedness, growth and integration, while also being vulnerable to defensiveness, aggression, and ill-being (Armstrong, 2019).

In this situation, university employees become polite and sociable, adopt a can-do mentality, work to meet deadlines, take ownership of their tasks, are open to change, arrive on time, and consistently attend to their jobs (Kundi, Aboramadan, Elhamalawi, and Shahid, 2021). For that matter, this study was designed to find out whether a significant relationship exists between the satisfaction of employee needs (Existence, Growth and Relatedness) and the workplace behaviours of the administrative staff at Makerere University.

II. Literature review

Natukunda (2021) explored people management systems within organizations to wider macro business issues in the external environmental context in which institutions operate. As this study was conducted in the education sector, the interest was to discover whether administrative staff at Makerere university also perceive to explore workplace opportunities for them to feel satisfied with the job or it was part of the challenges of managing people at Makerere University; or suspected to be part of the causes of counterproductive workplace behaviours of administrative staff. The findings from Lawrence & Kacmar (2017) are further compared to Staufenbiel & König (2010) model presenting the effects of management and job insecurity on four organizationally important outcomes: in-role behaviour, organizational citizenship behaviour, turnover intention, and absenteeism. The authors tested the model with a sample of non-managerial employees using the structural equation modelling and indicated that the effects of job insecurity were more complex than previously assumed, extending previous research into a hindrance. The model showed that stressors should not be categorized as either hindrance or challenge. Instead, might be more appropriate to conceptualize hindrances and challenges as two dimensions. So, it calls for further studies on the challenges of employee needs satisfaction among administrative staff at Makerere University.

Abun and Maggalenez (2018) investigated the connection between job engagement and employees' psychological requirements at work. The three primary psychological demands that were met at work, according to the authors, were relatedness, competence, and autonomy. The findings indicated that Divine Word Colleges' staff and faculty members' psychological requirements were largely satisfied. However, the descriptive research approach and Pearson product-moment correlation revealed no relationship between employees' basic psychological requirements and their level of involvement at work. Might the circumstances be the same at Makerere University, especially with regard to the administrative staff, who seemed to be exhibiting unfavorable connections at work? This inquiry would support further investigation in the study.

According to Campbel et al. (2017), employees could easily attain growth, relatedness, development, and optimal functioning by satisfying their basic psychological demands for relatedness, competence, and autonomy. The critical subject of how prosocial motivation and public service motivation interact to one another and how these two ideas combined impact public employees' behavioral outcomes was brought up by Adrian et al.'s (2020) study. Prosocial motivation and public service motivation, according to Adrian et al. (2020), are conceptually and empirically distinct concepts that readily forecast employees' behavioral outcomes. Because the study focused at administrators, it was necessary to conduct it at Makerere University.

Zafarullah and Pertti (2017) looked at the diagonal model of job satisfaction and motivation; extracting it from the logical comparison of content and process theories. In their study, the authors explored the strongest areas of all prime theories of job satisfaction and motivation to create a new multidimensional model to understand the phenomenon of job satisfaction and motivation of employees. The model identified, consisted of the whole picture of personal growth and professional life of employees and the requirements of organizations to support meeting employees' basic and fundamental needs leading towards highly successful ratio to achieve employee's personal and professional growth as well as organizational growth and development goals. Following the created model, it sounded strong, possible and easy to use by all stakeholders such as employees, employers, heads of departments, the organization and its supervisors to gain first-hand knowledge of the employees' level of satisfaction, motivation, performance and production. However, it was not yet known whether Zafarullah & Pertti's model could easily be applied in Makerere University to support in achieving employees personal and professional growth at the same time meeting the university growth and development; because the measurement of every single employee behavioural action and organizational policy would be calculated through different values.

Ateke & Harcourt (2017) found a relationship between Port Harcourt restaurant patrons' post-complaint conduct and their satisfaction with complaints. The study found that all of the post-complaint behavior metrics considered in the study were statistically significantly correlated with complaint satisfaction. Spearman's rank order correlation was used for this. Crucially, the author's study found that customer complaint satisfaction raised relatedness demands fulfillment, had a strong positive link with further purchase intention and word-of-mouth referrals, and modestly improved commitment and confidence. As an alternative, Makerere University's complaints satisfaction and post-complaint behaviour activities are indicative of the unsatisfactory services provided to stakeholders, leaving issues about the satisfaction of perceived relatedness demands unanswered. The degrees of perceived relatedness and needs satisfaction among administrative employees at Makerere University will be tested using the Pearson product-moment correlation, as opposed to Ateke and Harcourt's study, which employed Spearman's rank order correlation.

Reports from Otagi (2016) had earlier pointed to issues of staff turnover at Makerere University linking it to leadership clashes by University bosses in a highly-ranked public University. This did not only affect productivity but demoralized work efforts as no employee would love to work in an environment with leadership

clashes. Could Otagé's observation explain the circumstances of those staff who earn high but work less? Or an explanation of employees' feeling of existence in the University had some questions not fully answered.

So, A key inference was how Connelly & Torrence (2018) revealed the phenomenon of emotion triggered by social comparison emotion and critical socio-emotional resources being looked at as employee needs support in form of task compensation and social support describing how this organizational support potentially impacted the worker's experience of psychological safety.

Mpaata, Lubogoyi & Okiria (2017), Maleka & Schiltz (2021) study showed that, the major financial sources for remuneration of administrative staff in a University are tuition, publication fees and third-stream income (for example offering short learning courses); the performance indicators which lead to administrative staff remuneration and positive work productivity today are not purely financial or are unclear. But if that was the case, then this study will determine how administrative workplace productivity indicators are to be weighted as compensational factors in Makerere University. Importantly, Larkin & Pierce (2015) studied compensation and employee misconduct; looked at the inseparability of productive and counterproductive behaviours in firms and found out that the effects of job security and absence of compensation on both productivity and misconduct tended to go in the same direction. The same study also revealed that the link between job insecurity and emotional exhaustion as well as the mediated relationship between job insecurity and unethical behaviour through emotional exhaustion were weaker for employees who had high adaptability and stronger for employees who were highly embedded in their organization. This study was subjected to a test in the education sector, where it was observed that administrative staff were acting in more unconventional way.

Ting, Ruolian, and Zhen (2017) conducted research on how employee work attitudes and extra-role behaviors are affected by perceptions of pay for performance and pay level satisfaction. Pay for performance perception and pay level satisfaction were found to be important predictors of work attitudes and extra-role behaviors. This could be verified by looking at how task features, organizational social support, and individual initiative affect creative work practices. For example, Mutonyi, Terje, & Gudbrand (2020) evaluated empirical data and discovered that task characteristics, organizational social support, and proactive personality had a positive impact on workplace behaviours; and that proactive personality was also found to be a moderator in the relationship between task characteristics and workplace behaviours. Their findings had theoretical and practical implications for the implementation of satisfactory pay efforts in organizations (McGregor, 2009, Anguyo & Muhindo, 2015). Whether it was true or not, this study could help build on it further.

Josiane (2020) examined job satisfaction with career growth and development and discovered that an employee's motivation towards being productive at work increased the more the employee was satisfied with the job, leading to the achievement of the overall organizational goals. Alternatively, Aziz (2020) having determined the effect of compensation, career development, work environment and job satisfaction on organizational commitment and looked at 86 employees in the industrial sector, discovered that compensation, career development and work environment had a direct positive effect on job satisfaction significantly. According to Armstrong (2014), those employees who were satisfied with the job and became more productive at work, increased their career growth and development opportunities. It was not yet known whether the same feelings of Armstrong (2014) linked with Josiane (2020) and Aziz (2020) could be observed among staff in Makerere University? Their findings further shaded light on the highlighted relationship between job satisfaction and employee engagement. Reference could be made from the multiple studies having been analyzed showing that the more engaged employees were, the higher their job satisfaction was. That could be to the fact that employees who felt engaged at work would have better, more efficient, and more productive working behaviours, attitudes, and motivations. Thus at whatever time when the factors in Makerere University that affected employee's motivation were managed, better employee outcomes and performance would be created.

Bos-Nehles, Renkema, and Janssen (2017) wrote a paper to determine the best human resource management practices for boosting innovative workplace behaviours to understand the theoretical reasons for this; and to discover mediators and moderators in the relationship between human resource management practices and innovative workplace behaviours. The authors carried out a content analysis on 27 peer-reviewed journal articles. The definitions and items provided in the articles observed that the best human resource management strategies are training and development, reward, job security, autonomy, task composition, job demand, and feedback. These strategies were found to be most effective in fostering innovative workplace behaviors.

Anwar, et. al. (2021) studied the impact of coronavirus disease 2019 (COVID-19) social media news on employee behaviour and looked at the mediating role of psychological well-being and depression; basically work boredom and task performance. Following the data collected from white-collar employees of two Asian countries, Pakistan- looking at 167 employees and Malaysia - sampling 118 employees, it was discovered that the psychological well- being of employees mediated the relationship between COVID- 19 and their workplace behaviours and task performance. The essence of Anwar, et, al (2021) study was to guide institution managers and stakeholders to understand that employees having psychological well-being also looked for growth and challenging opportunities even during challenging situations where they could be health related, work related or

institution related. It was thus the manager's responsibilities in any organization to struggle and work on the satisfaction of employee's needs, improve their psychological well-being, reduce workplace behaviours and bring a change in task performance. Just as Ilyavskaya, Frederick & Koestner (2013) had identified that needs satisfaction existed independently contributing to general well-being, it was extremely important to note that when growth needs were not satisfied, it would lead to an increase in employees avoidance strategies and lower achievements (Shakeel, et. al. 2020). Where psychological well-being seemed to highlight task performance let's say as among the administrative staff in Makerere university, Anwar, et. al. (2021) guided that it did not necessarily mean that the satisfaction of growth needs was fine with employees when the uncertainty levels were high; may be, administrative staff were performing well due to fear and depression instead of work motivation. This was to be verified by the study at hand.

Odubuker (2017) assessed the relationship between employee reward and job satisfaction at Uganda Management Institute. His study established that a moderate positive change in employee reward was related to a moderate positive change in work productivity and job satisfaction. According to Armstrong (2019), however, the reward system is not necessarily monetary, but that praise, participation in projects, and leadership are key rewards. That was why Ogolo, Oweri and Chukwijama (2016) similar to Adams (1965) had earlier observed that employees do not look at only salary as a basic reward as they get their input and compare it with the output from the organizations. This was also evidenced by Odubuker (2017) that, in terms of monetary rewards, what motivated employees to feel existence and work productively at Uganda Management Institute was not the basic salary, but extra pay for the extra workload.

Odubuker's study demonstrated that employees' reported existence satisfaction which was influenced by both monetary and non-monetary benefits. Comparing the psychological existence needs satisfaction measures of Makerere University and Uganda Management Institute, now a state university, was crucial. This had nothing to do with the findings of Bwambale's (2017) investigation, which showed that workers were frequently late for work, falsified their records, took excessive breaks, and stopped working full days due to inadequate pay. All of these studies focused on examining the manufacturing sector's backdrop, but to bridge the gap in the education as a service sector, more research was required, which made this study even more important. In a similar vein, Janine & Crystal (2017) investigated whether rewards may predict trust and engagement in the South African manufacturing sector and whether there was a relationship between rewards, trust, and engagement. The findings of the study, which used an exploratory and cross-sectional research methodology, showed that rewards might predict trust and engagement and that there was a moderate-to-strong positive association between the three dimensions (rewards, trust, and engagement).

Sazzadul (2018) investigated how to gauge patron needs and satisfaction in the residence libraries at Dhaka University. The results of a survey that was used to gather information on the demographics and needs of students revealed that the majority of them were dissatisfied with how well their residence hall libraries were currently doing. This was entirely similar to library users at Makerere University who keep on complaining about the way they were treated by library administrators (Kagaari, Munene, & Ntayi (2013). According to Rouse et al. (2020), this user's need for satisfaction would be a sign of the source of behavior that resulted in their discontent, which called for a more rigorous investigation into the causes. The conclusions might provide the university council with a direction to go ahead.

Furthermore, links between physical educators' perceived importance, role stress, and psychological need fulfillment were still studied by Washburn, Richards, & Sinelnikov (2020). Based on an online survey of 232 men and 240 women who were in-service physical educators in the eastern United States, the findings of a structural equation modeling showed that perceived mattering affected job ambiguity and relatedness satisfaction. This was true because every employee aspired to have a significant impact at work (Tuner et al. 2018), but the working relationships at the workplace deteriorated further when the environment did not permit this. Nevertheless, unless proven, this might not be occurring at Makerere University.

Forner et al., (2020) conducted a study on leadership styles and self-determination theory in businesses (2020). The self-determination theory (SDT) was used in their research to create a theoretical framework for enhancing employee motivation and achieving successful outcomes in organizations, primarily satisfying psychological requirements at work such commitment, relatedness, well-being, and engagement. In order to derive examples of self-determination theory application that were both realistically relevant and consistent with the theoretical foundations of the theory, data were collected using the free-listing approach and analyzed. The results demonstrated how leaders operationalized self-determination theory to satisfy fundamental psychological demands for autonomy, competence, and relatedness in the workplace.

III. Methodology

The study employed a cross-sectional survey research design in which data were collected from a stratified sample of 191 administrative staff at Makerere University, who were drawn from a target population of 380. This was done using slightly adapted versions of Schneider and Alderfer's (1969)'s and Spector et al. (2006)'s

self-administered questionnaires (on employee need satisfaction and workplace behaviour respectively). The Cronbach's Alpha co-efficient already calculated and known for the variables was employed. The items in the instrument developed, had responses made on a 6-point Likert scale while having options of strongly disagree, disagree, somewhat disagree, somewhat agree, agree and strongly agree. Then, the data were analyzed using descriptive statistics, Pearson Product Moment Correlation Coefficient, and Simple Linear Regression Analysis.

IV. Results of the findings

4.1 Descriptive statistics on the background variables

Table 1: Respondents background variables

College of work	Frequency	Percent
CAES	18	9
CoBAMS	19	10
CoCIS	22	12
CEES	8	4
CEDAT	20	11
CHS	12	6
CHUSS	10	5
CoNAS	19	10
CoVAB	21	11
School of Law	9	5
Halls of Residence	25	13
Other	8	4
Total	191	191
Main area of work	Frequency	Percent
Senior level administration	12	6
Administrative Faculty	82	43
Professional	96	50
Executive Branch Appointments	1	1
Total	191	100.0
Gender	Frequency	Percent
Male	121	63
Female	70	37
Total	191	100.0
Age	Frequency	Percent
Less than 25 years	12	6
26 to 35 years	78	41
36 to 45 years	77	40
46 to 55 years	22	12
Other	2	1
Total	191	100.0
Experience	Frequency	Percent
1 to 3 years	58	30
4 to 6 years	85	45
7 to 10 years	42	22
11 years and above	6	3
Total	191	100.0

Source: Primary Data 2021

Table 1, indicates that the respondent's biodata revealed that half of the respondents 50.3% were Professional staff whereas 42.9% fell under administrative faculty and 6.3% were in the senior-level administration category. Furthermore, results of the respondent's colleges of work were recorded and it was found that staff from CoCIS constituted 12% of the study, CoVAB 11%, and CEDAT 11% with the rest of the respondents hailing from other Colleges. Staff working in the various halls of residence in the university also constituted about 13% of the study. Table 1 showed that 121(63%) of the respondents were male compared to 70

(37%) who were female. On the respondents' experience, 85(45%) had a teaching experience of 4 to 6 years followed by 58(30%) with teaching experience of fewer than three years, those with a teaching experience between 7 to 10 years constituted 42(22%) respondents while least representation was of academic staff with experience of 11 years and above 6(3%). Table 1 indicates that respondents aged between 26-35 years constituted 41% of the study 78, and those aged 36 - 45 were 77(40%). Those less than 25 years were 12(6%) whereas those aged 46 to 55 were 22(12%) and those older than 55 years were 2(1%).

4.2 Descriptive Statistics on Security as an Attribute of Existence Needs

Item (Security)	SA	A	SWA	SDA	D	SD	Mean	STD
I do things that make me feel safe when I am doing them	86 (45%)	77 (40%)	25 (13%)	3 (2%)	-	-	1.71	0.751
I do things which make me feel relaxed	28 (15%)	59 (31%)	74 (39%)	17 (9%)	5 (3%)	8 (4%)	2.66	1.167
I do things which I am content to do	47 (26%)	84 (46%)	44 (24%)	8 (4%)	1 (5%)	-	2.09	0.845
I do things that are easy for me	35 (19%)	52 (28%)	35 (19%)	34 (18%)	30 (16%)	1 (1%)	2.87	1.375
I do things that are familiar	31 (17%)	71 (38%)	74 (39%)	11 (6%)	1 (1%)	-	2.36	0.845
I do things which give me a feeling of security	78 (41%)	81 (42%)	30 (16%)	2 (1%)	-	-	1.77	0.746
I feel completely safe from physical harm in the work that I do.	77 (40%)	80 (42%)	32 (17%)	2 (1%)	-	-	1.79	0.755
I sense that my physical well-being is sometimes in danger in my work	33 (17%)	47 (25%)	38 (20%)	39 (20%)	33 (17%)	1 (1%)	2.97	1.374

Key: SA- Strongly Agree, A- Agree, SWA – Some What Agree, SDA- strongly disagree, D – Disagree, SD- Strongly Disagree. Source: own study.

Results from Table 2 on job security satisfaction revealed that 188 (98.4%) of research participants agreed that they engaged in activities that made them feel safe when at work, while only 3 (1.6%) did not. These percentages suggested that staff were more likely to work in a secure environment. The mean value of 1.71 concurred with 2 = Agree on the scale that was used. While the standard deviation of 0.751 meant that they had comparable opinions since it was low. Furthermore, 161 (84.2%) respondents indicated that they did things that made them feel relaxed, whereas 30 (15.7%) disagreed. A mean of 2.66 corresponded to 2 on agree and a standard deviation of 1.167 meant that they had similar opinions since it was low. Additionally, a great proportion of the respondents agreed that they did things that they are contented to do 175(91.6%), did things that gave them a feeling of security 189(98.9%) and those that felt completely safe from physical harm in the work they did were 189(98.9%). 122(63) also agreed that they did things that were easy for them whereas 65(34%) disagreed.

However, 118(61.8%) of the respondents agreed that they sensed that their physical well-being was at times in danger at work whereas only 73(38.2%) disagreed. Results from Table 2 showed an overall mean of 2.28 and a standard deviation of 0.529 which implied that most of the staff agreed that they felt secure while carrying out their duties.

4.3 Existence Needs Satisfaction: Compensation

Table 3 shows that respondents' opinions on compensation as characteristics of existence needs were favorable when workers were well compensated in terms of their wages and non-wage remuneration. This expectation was supported by the workers' positive workplace behaviors.

Table: 3. Descriptive statistics on Compensation as an attribute of existence needs

Item (Compensation)	SA	A	SWA	SDA	D	SD	Mean	STD
I do things that look like they will benefit me in the future	35%	45%	16%	2%	2%	-	1.90	0.856
I do things which meet my pay	15%	22%	14%	13%	19%	18%	3.55	1.746
I do things which make me feel comfortable	12%	27%	38%	13%	10%	-	2.82	1.112

Key: SA- Strongly Agree, A- Agree, SWA – Some What Agree, SDA- strongly disagree, D – Disagree, SD- Strongly Disagree. Source: own study.

When asked whether they did things that looked like they would benefit them in the future, 184(96.3%) of the respondents agreed whereas 7(3.7%) disagreed. This was further backed by a mean of 1.90 that's close to 2 (agreed) and a standard deviation of 0.856 which implied that the responses were quite similar among the respondents. 147(77.5%) of the respondents agreed that they did things that made them feel comfortable whereas 43(22.5%) disagreed. Furthermore, the number of respondents who agreed that they did things that were commensurate to their pay 95(49.7%) was less than those that disagreed 96(50.3%). With a mean of 3.55 close to 4(disagree) and a standard deviation of 1.756, this implied that most of the staff were not contented with the compensation they were receiving for the work they were doing. From the objective, the answer is those workplace behaviours were mostly influenced by administrative staff's positive perception of existence needs satisfaction, an indication that a relationship exists. This was based on the fact that the majority of respondents agreed that their being at work was a result of perceived satisfaction of existence needs although some minority respondents indicated that existence needs satisfaction was not to their expectations.

Testing of the study hypotheses

The testing of the study hypothesis was done to test whether there were positive relationships between the extent of satisfaction of existence needs and the workplace behaviours of the administrative staff at Makerere University. To test these hypotheses, Pearson's Correlation Co-Efficient Index and Simple Linear Regression Analysis were carried out.

H1: There was a relationship between the extent of satisfaction of existence needs and the workplace behaviours of administrative staff in Makerere University.

H0: There was no relationship between the extent of satisfaction of existence needs and the workplace behaviours of administrative staff in Makerere University.

Table 4: Pearson's correlation coefficient index between perceived satisfaction of existence needs and the workplace behaviours of administrative staff in Makerere University.

Correlations			
Existence Needs			Existence Needs
			Workplace Behaviours
	Pearson Correlation	1	-.252**
	Sig. (2-tailed)		.000
	N	191	191
Workplace Behaviours	Pearson Correlation	-.252**	1
	Sig. (2-tailed)	.000	
	N	191	191

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

According to Pearson's correlation coefficient index, in Table 3, the results were statistically significant, a low negative correlation between perceived existence needs satisfaction and work place behaviours of administrative staff in Makerere University ($r = -.252^{**}$, $n = 191$, $p < .000$). Hence H1 was supported.

A simple regression analysis on the relationship between the extent of satisfaction of existence needs and the workplace behaviors of administrative staff was done. Findings are presented in Table 4.14, A to C.

Table 4.14A: Model summary on existence needs and workplace behaviors in Makerere University

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.252 ^a	.064	.059	.14349

a. Predictors: (Constant), Existence needs

Table 4.14B: ANOVA on existence needs and workplace behaviors in Makerere University

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	.264	1	.264	12.832	.000 ^b
Residual	3.891	189	.021		
Total	4.156	190			

a. Dependent Variable: Workplace Behaviours

b. Predictors: (Constant), Existence Needs

Table 4.14C: Correlation coefficient on existence needs and workplace behaviors in Makerere University.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.218	.046		26.761	.000
Existence Needs	-.066	.018	-.252	-3.582	.000

a. Dependent Variable: Workplace Behaviours

Table 4.14A shows the modal summary on the relationship between existence needs and workplace behaviors, adjusted $r^2 = .059$ which meant that existence needs satisfaction only predicted 59% of the change in work place behaviors of administrative staff in Makerere University. The ANOVA table 4.14B showed $F = 12.832$ and a significance P value = 0.000, less than 0.05. Furthermore, in Table 4.14C the Beta value - 0.252 had a significance P value = 0.000 less than 0.05. These results indicated that existence needs satisfaction significantly predicted workplace behaviors of administrative staff in Makerere University.

V. Descriptive Statistics on friendship and commonality of goals as an Attribute of Relatedness Needs

Table 5: Friendship and Common goals as attributes of relatedness needs

Item (Friendship and Common goals)	SA	A	SWA	SDA	D	SD	Mean	STD
I do things with people who are cooperative	14%	22%	32%	10%	17%	6%	3.12	1.433
I do things with people who are friendly	14%	30%	18%	13%	16%	10%	3.15	1.575
I do things in which I have the opportunity to develop close friendships	16%	30%	24%	16%	12%	2%	2.82	1.302

I do things which are helpful to others	55%	30%	12%	3%	-	-	1.64	0.816
I do things best when others are around	18%	15%	26%	29%	5%	7%	3.11	1.418
I do things when others are around	15%	22%	13%	16%	15%	20%	3.53	1.745

Key: SA- Strongly Agree, A- Agree, SWA – Some What Agree, SDA- strongly disagree, D – Disagree, SD- Strongly Disagree. Source: Own study.

Results from Table 5 indicate that team work helped in the achievement of many goals with the least effort. When asked on whether they did things with people who were cooperative, 128(67%) of the respondents agreed whereas 62(33%) disagreed. This was further highlighted by the mean of 3.12, which corresponded to somewhat agree (3) on the scale used for the study. Furthermore, 116(60.7%) of the respondents agreed that they did things with people who were friendly, 134(70.2%) also agreed that they did things in which they had an opportunity to develop close friendships. There was consensus among 184(96.8%) respondents that they did things which were helpful to others with the mean of 1.64 corresponding to agree (2) on the scale used, the standard deviation of 0.816 meant that the responses were close to each other. However, when asked whether they did things best when others were around, there was a disparity in the responses as 107(58.1%) of the respondents agreed whereas close to half of the respondents 77(41.9%) disagreed. When further quizzed on whether they did things only when others were around, the responses again revealed that 96(51.5%) of the respondents disagreed with the statement and less than half of the respondents, 94(49.5%) agreed.

5.1. Perceived relatedness needs satisfaction: Recognition and respect from customers

Table 6: Recognition and respect from customers as attributes of relatedness needs

Item (Recognition and respect from customers)	SA	A	SWA	SDA	D	SD	Mean	STD
I do things where I am liked by others	18%	23%	34%	18%	8%	2%	2.90	1.231
I do things that make me feel accepted by others	13%	32%	49%	4%	3%	-	2.53	0.877
I do things where I am respected for my skills	25%	43%	30%	3%	-	-	2.10	0.805
I find some customers extremely respectful of me.	24%	39%	32%	4%	1%	-	2.18	0.884
I am able to be very open with customers.	31%	34%	32%	3%	1%	-	2.09	0.907
I find some clients rarely understand my point of view.	21%	33%	36%	10%	1%	-	2.37	0.950
I find that I am really able to be myself with customers.	33%)	30%	36%	2%	1%	-	2.08	0.908

Key: SA- Strongly Agree, A- Agree, SWA – Some What Agree, SDA- strongly disagree, D – Disagree, SD- Strongly Disagree. Source: Own study.

From, Table 6 above, more than half of the respondents, 136(71.2%) agreed that they did things in places where they were liked by others whereas 55(28.8%) disagreed. 177(93.1%) respondents agreed that they did things that made them feel accepted in the workplace, 183(97.3%) respondents also largely agreed that they did things where they felt respected for their skills with only 13(6.9%), and 5(2.7%) disagreeing respectively. Furthermore, 182(95.3%) respondents found customers to be extremely respectful to them whereas a meager 9(4.7%) found customers being disrespectful towards them. Additionally, 183(97.3%) respondents indicated that they were very open with their customers and only 7(3.7%) were on the contrary. When responding to whether customers understood their points of view, 167(89.5%) respondents agreed whereas 20(11.5%) disagreed. This was closely followed by 187(97.9%) respondents who agreed that they were comfortable around their customers and were able to be themselves. With an overall mean (2.52 and 2.18) and standard deviation (0.742 and 0.662) for recognition and respect from customers, it could be said that most of the staff agreed that they were recognized by their fellow staff and found that they were respected by their customers.

1. Testing of the study hypotheses

The testing of the study hypothesis was done to test whether there were positive relationships between the extent of satisfaction of relatedness needs and the workplace behaviors of the administrative staff at Makerere University. To test these hypotheses, Pearson's product-moment correlation co-efficient index and simple linear regression analysis were carried out.

H1: There was a relationship between the extent of perceived satisfaction of relatedness needs and the workplace behaviours of administrative staff in Makerere University.

H0: There was no relationship between the extent of perceived satisfaction of existence needs and the workplace behaviours of administrative staff in Makerere University.

Table 7: Pearson's product moment correlation coefficient index between perceived satisfaction of relatedness needs and the workplace behaviors of administrative staff in Makerere University.

Correlations

		Relatedness Needs	Workplace Behaviours
Relatedness Needs	Pearson Correlation	1	-.135
	Sig. (2-tailed)		.062
	N	191	191
Workplace Behaviours	Pearson Correlation	-.135	1
	Sig. (2-tailed)	.062	
	N	191	191

According to Pearson's correlation coefficient index, the results were not statistically significant, with a low negative correlation between related needs satisfaction and administrative staff workplace behaviors ($r = .135$, $n = 191$, $p < .062$). Hence H0 was supported. This shows that related needs satisfaction (friendship, commonality of goals, recognition, and respect from customers) were not significantly related to administrative staff workplace behaviors (sabotage, production deviance, theft, abuse, and withdrawal).

2. A simple linear regression analysis

Furthermore, this hypothesis was subjected to simple linear regression analysis and the findings arising were presented in Table 7.16A – C

Table 7.16A: Model summary on relatedness needs and workplace behaviors at Makerere University

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.135 ^a	.018	.013	.14692

a. Predictors: (Constant), Relatedness Needs

Table 7.16B: ANOVA on relatedness needs and workplace behaviors at Makerere University

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.076	1	.076	3.521	.062 ^b
Residual	4.080	189	.022		
Total	4.156	190			

a. Dependent Variable: Workplace Behaviours

b. Predictors: (Constant), Relatedness Needs

Table 7.16C: Coefficient on relatedness needs and workplace behaviors in Makerere University

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.131	.040		28.386	.000

Relatedness needs	-.027	.014	-.135	-1.876	.062
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a. Dependent Variable: Workplace Behaviours

Table 7.16A – 5.16C on the simple regression analysis between relatedness needs satisfaction and workplace behaviors of the administrative staff at Makerere University. The adjusted $r^2 = .013$ implied that relatedness satisfaction contributed to 13% of the change in workplace behaviors of staff, which meant that the remaining 87% was accounted for by other factors not considered in the study. The regression was low $F = 3.521$ and $\text{sig} = 0.062$ more than 0.05. This implied that relatedness satisfaction did not significantly predict workplace behaviors of staff at Makerere University.

VI. Discussion

The objective of the study was to find out whether a significant relationship existed between the extent to which existence needs were satisfied and the workplace behaviours of the administrative staff at Makerere University. Findings from respondents at Makerere University revealed a significant relationship between perceived existence needs satisfaction and the workplace behaviours of staff. This implied that the process of satisfying existing needs among administrative staff in Makerere had been handled in the best of staff interests. As staff felt more secure at work and adequately compensated, their tendencies of exhibiting undesirable workplace behaviours that were characterized by sabotage, production deviance, theft, abuse, and withdrawal were reduced. These findings revealed were backed by Chirumbolo (2014) who studied the impact of job insecurity on counterproductive work behaviours and confirmed that job insecurity was positively related to counterproductive work behaviours; which was in line with Bing, Donglai, and Hongchun (2015) findings of job security negatively relating to counterproductive workplace behaviours.

Generally, losing a job has serious economic consequences on an employee and subsequently, employees who face the prospect of job loss may also experience much ambiguity and uncertainty about losing their economic privileges and stability (Armstrong, 2019). Just as Lawrence & Kacmar (2017) explored the impact of job insecurity on employees' unethical behaviour by examining the psychological processes through which unethical behaviour would occur, employees who faced an uncertain future would not be able to effectively cope with the situation thus experiencing a higher level of stress among them. Indeed Lawrence & Kacmar (2017) confirmed that job insecurity increased emotional exhaustion, which subsequently impaired an employee's ability to activate self-regulating processes to avoid engaging in unethical behaviours.

Since Makerere University went through rapid changes to fit in the international higher education academic circles that attracted the university into the college system direction, maybe, it was one way of reducing costs and increasing efficiency on the side of the university. But the processes of restructuring, merging faculties, departments, and offices, privatization of activities, and outsourcing had caused more worries among administrative staff as staff feelings of insecurity about their actual jobs rose (Bwambale, 2017). So, some of the demonstrated undesirable workplace behaviours observed among administrative staff could have been because of the perceived powerlessness to maintain desired continuity in a threatened job situation. However, Schalkwyk, Danie, Bothma, & Rothmann (2010) seemed not to be in line with the findings when they found out that job insecurity was not statistically significantly related to employee engagement and turnover intention. As a researcher, it became easier to agree with Schalkwyk, Danie, Bothma, and Rothmann's (2010) findings because various studies on job insecurity had indicated that job insecurity negatively influenced employees' work attitudes and behavioural intentions and therefore the argument is that an employee's feeling of job security might depend on the strength of the relationship with the job.

Of all the factors that resulted in employee compensation, the study revealed that the most important one for administrative staff was making progress in meaningful work; and that to create actual meaning and properly manage administrative staff, university managers needed to dig deep and discover what it was that truly mattered to these staff. In that case, the findings indicated that the administrative staff had demonstrated a relationship between the extent of satisfaction with existing needs and workplace behaviours. Now that the researcher is certain, it has been discovered, the university council would create incentive programs around the satisfaction of existing needs, and establish a connection between the employee's work and the incentives the university is offering. This would indeed help to reduce the unproductive workplace behaviours demonstrated by administrative staff, as well as a reduction in stakeholder complaints.

The researcher's findings were further backed by Anguyo & Muhindo (2015) and McGregor (2009) who pointed out that the implementation of satisfactory pay efforts in organizations helped to reduce erroneous behaviors. Similar to Cherotich, Chepkilot, Stellah & Muhanji (2015), the impact of rewards (pay) on employee behaviours made employees happier, more contented, and more hardworking when they were well rewarded. Indeed looking at this study's findings, the relationship between compensation and work withdrawal behaviours (lateness and absenteeism) was negative which could make the researcher believe that at the moment,

administrative staff might be happier at work; although Bwambale (2017) pointed out issues of employees coming late for work, misleading records, taking excessive breaks and no longer doing full day's work and linked it to unsatisfactory remuneration. The cause of such behaviors as high lightened by Bwambale could be by other factors as the study findings had rejected it.

The study showed that highly satisfied administrative staff employ extra effort and contribute positively to the effectiveness and efficiency of their University. The same thinking was generated by Thiagaraj & Thangaswamy (2017) in a study on the theoretical concept of job satisfaction. And within the study, job satisfaction was a significant determinant of organizational commitment. When observing Connelly & Torrence (2018), the phenomenon of emotions triggered by social comparison and critical socio-emotional resources are being looked at as existence needs support in form of tasks, flexibility, communication, health, safety, and social support describing how this organizational support potentially impacted the worker's experience, productivity, and behaviours. In the same spirit, Matta & Dyne (2020) also believed that the approach of continuous communication (as a form of organization support) practiced by the managers had implications on the different levels of psychological satisfaction experienced by the employees.

Just as the study findings are in line with Nadine's (2018) observations, the satisfaction of existence needs supported job satisfaction which determined organizational performance. As such, those speculations by Karuhanga (2010) and Kiiza (2015; 2016) may not be taken seriously since Makerere university managers have been struggling to satisfy the existence needs with the aim of improving the productivity of its administrative staff as demonstrated by the study findings.

Regarding the objective of finding out whether a significant relationship existed between the extent to which relatedness needs were satisfied and the workplace behaviours of the administrative staff at Makerere University. Findings from respondents at Makerere University revealed no significant relationship between perceived relatedness needs satisfaction and the workplace behaviours of staff.

Good employee relations, both in terms of the interaction with management and concerning each individual member's rights, were projected by Hitlan & Noel (2013) to contribute to the strengthening of individual rights in the workplace. Although not statistically significant, Hitlan & Noel's arguments supported the study's findings, noting that relatedness fosters teamwork, simplifies difficult jobs, inspires fresh thinking, and fosters coherence in the University. This implies that the conclusions of Mamdani (2007), who noticed the emergence of personal accusations and denials among staff members at Makerere University as a result of unmet needs, should be accepted. However, Mamdani's discussions relating to personal accusations and counter accusations affecting work productivity are heavily dismissed because the findings from the study at hand had greatly proved that perceived satisfaction of relatedness needs was not significantly related to administrative staff workplace behaviors especially (sabotage, production deviance, theft, abuse and withdrawal).

In line with the study's findings, Lubowa (2012) in his research brought up claims that administrative staff at Kyambogo University had clashed with one another after closing loopholes used to swindle the institution, leading to the termination of coworkers. It was important to note that when employees' related needs were not satisfied, like in the case above, there was a tendency that they resorted to sabotaging the activities of the university. The findings of this study were supported further by Ortega (2016), who stated in a report that was similar to this one that the university administrators in Makerere had a history of ignoring the grievances and frustrations of lecturers and students, which were indicative of their needs not being met. The statistical findings from the study also indicated that related needs satisfaction contributed to the smallest percentage of the change in staff behaviors at the workplace, with the largest percentage being contributed by other factors. Possibly, this could be a small subset of the administrative staff. Given that the study's findings on perceived relatedness needs should not be dismissed, a quick fix is required to preserve Makerere University's and its staff's reputation among stakeholders.

Makerere University has worked to build and maintain a good relationship with its staff by upholding constructive, positive workplace relations. This has helped the university to keep staff members loyal and more interested in their jobs (Bwambale, 2017). One strategy for enhancing employee relations was to permit administrative staff to collectively bargain their salaries, benefits, and working conditions. This was in addition to allowing employees to participate in collective bargaining and the industrial labor model. Perhaps enhancing the physical and emotional aspects of the employee-employer relationship, contributed to the development of trust. Thus, improved employee well-being, productivity, and performance as a result of effective employee relationship management led to some administrative staff members paying more attention to their jobs.

Studies by Sebastiaan, Elsabé, and Johannes (2013), as well as several reports from Mamdani (2007), Nakanyike, Musisi, & Nansonzi (2000), and Kizza (2015), in which the authors confirmed that manager relations affected the satisfaction of psychological needs and employee intentions to leave, are not proportional to the findings of this current study, as the study indicated that manager relations did not significantly predict workplace behaviors of administrative staff. The leadership and management abilities of university managers are put to the test by this pessimistic outlook. The research, however, never gave it a chance and instead disapproved of the

claims. Other factors may be influencing staff basic relatedness satisfaction now that the author's conclusions have been disproved.

The study's findings are consistent with those of Schöler, Brandstätter, & Sheldon (2013), who found that certain experiences, like relatedness, are equally beneficial to everyone's well-being when you consider how implicit motives and fundamental psychological needs interact to predict well-being. This brought to mind what Alderfer (1969) found, which stated that when basic needs, such as relatedness, were satisfied, employees would link themselves with beneficial workplace behaviour. As a result of the study's findings, it can be concluded that the Makerere University's administrative staff unfavourable workplace behaviours are primarily driven by other causes rather than their fulfilment of relatedness requirements.

VII. Conclusion

According to the study's objective, it was found that the workplace behaviors of Makerere University's administrative staff were significantly correlated with their existence needs satisfaction. The study concludes that the administrative staff feels much better about their job security and that they are fairly compensated for their efforts. Now that the study showed no significant relationship between relatedness needs satisfaction and workplace behaviors of the administrative staff at Makerere University. This study then concludes that the feelings and the culture of working in teams and supporting each other are still observed and do not highly impact their workplace behaviors. Elements of poor relations may be by a small subset of administrative staff.

The study thus recommended that Makerere University Council together with the Directorate of Human resources should revise staff management policies to improve compensation systems of administrative staff commensurate to their work and qualifications. Makerere University should take a cue from the employee management systems of other semi-autonomous institutions where administrative staff is entitled to overtime pay, housing, medical coverage, transportation, insurance coverage, meals at work, and family time. More studies on relatedness needs satisfaction should be conducted using other methodologies to identify relatedness effects on administrative staff workplace behavior.

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