



Research Paper

Perceived Satisfaction of Relatedness needs and Counterproductive Workplace Behaviors of Administrative staff at Makerere University

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Abstract

Triggered by reports of counterproductive workplace behaviour at Makerere University, this study investigated the relationship between perceived need satisfaction and the workplace behaviour of administrative staff at Makerere University. Specific attention was paid to relatedness needs. Following a cross-sectional survey design, data were collected from a stratified sample of 191 administrative staff, who were drawn from a target population of 380. This was done using slightly adapted versions of Schneider and Alderfer's (1973)'s and Spector et al. (2006)'s self-administered questionnaires (on need satisfaction and workplace behaviour respectively). The data were analyzed using descriptive statistics, Pearson Product Moment Correlation Coefficient, and Simple Linear Regression Analysis. The findings were that perceived satisfaction of relatedness needs was not significantly related to workplace behaviour ($r = .13, p < .062$). Therefore, it was concluded that Administrative staff should maintain the culture of working in teams and supporting each other to prevent elements that affect the university stakeholders. However, more studies on relatedness needs satisfaction should be conducted using other methodologies to identify relatedness effects on administrative staff workplace behaviour.

Key words: Perceived satisfaction, relatedness needs, administrative staff, Workplace behaviour

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I. Introduction

According to Deci and Ryan (2008), the sensation of intimacy and genuine connection with others is referred to as relatedness satisfaction. In this sense, the relatedness needs common among employees are mainly categorized in form of mutual trust of humanity that normally describes the sense of security within humans, belonging, and prevention from all forms of suffering, such as isolation, loneliness, distance, popularity, and respect. The feeling of relational exclusion and loneliness is sometimes self-possessed as relatedness frustration when relatedness satisfaction is not realized as intended (Boxall, 2014). So, employees normally wish to be accepted at work and become members of the organization they are working for. Therefore, this study examined perceived relatedness needs in the form of friendship, shared goals, recognition, and relationships with fellow staff and relations with managers.

II. Literature Review

Sekiwu (2013) used a case study to carry out a qualitative investigation using grounded theory to look at how values were included into the administration of student discipline in Ugandan schools. Sekiwu discovered that various institutions instil moral, spiritual, academic, visual, social, and universal values into stakeholders. While the establishment of values within an institution aids in the development of a culture of discipline and order management to model employees working with respect and putting the expectations of the institutions into practice. However, it is not yet known whether Makerere University has created values that have been communicated to administrative employees in order to present a better image of the institution in contrast to the unproductive workplace behaviours that have been noticed through stakeholder complaints. For that matter, an analysis from this study will help provide the possible answers.

Abun and Maggalenez (2018) examined the psychological needs of employees at work and their relationship to job engagement. Autonomy, competence, and relatedness needs were the three main psychological needs that were satisfied at work. Overall, the psychological needs of employees and faculty at Divine Word Colleges were met to a high degree. However, there was no correlation between the basic psychological needs of employees and their level of engagement at work, as determined by the descriptive research methodology and Pearson product-moment correlation. Could the situation be the same at Makerere University, particularly with the administrative staff, who appeared to be displaying poor workplace relationships? This investigation would support further verification of it.

The relationship between complaint satisfaction and post-complaint behavior of eatery customers in Port Harcourt was identified by Ateke and Harcourt (2017). The study discovered that complaint satisfaction had a statistically significant association with all of the measures of post-complaint behaviour taken into account in the study. This was done using Spearman's rank order correlation. Importantly, the author's research revealed that customer complaint satisfaction increased relatedness demands fulfilment and had a high positive correlation with an intention to make additional purchases and word-of-mouth recommendations, improving commitment and trust to a modest level. 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.

Employee perceptions of what occurs in practice regarding performance management and control were examined in Natukunda, Dibben, and Johnson's (2013) study using a grounded theory approach and a combination of ethnographic approaches. They believed that taking an interpretive and neo-empiricist attitude would help them better understand respondents' behaviour. The results of their study suggested that external ideas, rather than internal preparation, were what influenced informal connections. This study uses a positivist research paradigm to examine the administrative staff at Makerere University to determine whether their performance and job happiness are also influenced by internal or external causes, allowing challenging Natukunda, Dibben, and Johnson's conclusions. Similarly, 450 employees from eight Nigerian organizations were studied by Amah and Odukuer (2017) to determine how ethnicity affected the links between human resources management practice, job satisfaction, and emotional organizational commitment. The results showed that while ethnicity was negatively connected to both job satisfaction and organizational commitment, human resources management practice was favourably related to both. Now that Makerere University is composed of staff from different backgrounds and cultures, would it be a factor that determines the workplace relatedness needs or other factors attracting administrative staff to demonstrate perceived unsatisfactory workplace relatedness needs?

In their study, Ateke and Harcourt (2017) examined the relationship between customers' perceived pleasure with an organization's response and their intention to make additional purchases. Using Spearman's Rank Order Correlation (ρ) as the test statistic, the study found that perceived satisfaction with organizational response correlated positively and significantly too, with repeat purchase intention, with interaction satisfaction having the strongest relationship with perceived satisfaction with an organizational response. In the same effort, Sarah-Geneviève, Claude, and Stéphanie (2016) examined the temporal relationships between workplace bullying, need satisfaction, and frustration, as well as two indicators of psychological functioning: life satisfaction and psychosomatic complaints. Their data, which was gathered from a sample of 508 Canadian nurses revealed that bullying not only adversely predicted satisfaction with the needs of autonomy and competence but also actively hindered all three needs. The psychological functioning of workers who were subjected to bullying behavior over time was predicted by this unfulfilled desire for competence and relatedness. This meant that assessing relatedness need frustration gave detailed insight into the damaging impacts of bullying on employees' psychological inner resources and would explain the impoverishment of employees' psychological functioning leading to bad workplace behaviors. It was unclear, however, whether the cause of

some of the complaints against workplace relatedness needs of administrative staff in Makerere University was a result of bullying behavior.

In a study of American workers using experience sampling, Ryan, Bernstein, and Brown (2010) discovered that respondents felt less alive at work than they did outside of it. Because most workers' needs were not adequately met at work, fluctuations in vitality were mediated by shifts in autonomy and relatedness. The majority of these full-time employees reported feeling more alive on the weekends, which was likely due to both a wider variety of activities and higher levels of relatedness satisfaction, which may or may not apply to Makerere University administrators. The effortful management of behavior and cognition required by labor could be compared to how humans preserve and regenerate energy outside of work. For instance, recovery and rejuvenation were boosted when workers engaged in relatedness activities or independent kinds of social contacts during lunch breaks (Trépanier, Fernet, & Austin, 2013). Additionally, workers were more likely to use techniques that successfully maintained energy throughout the day if they felt more relatedness and social support at work (Kuranchie-Mensah & Amponsah-Tawiah, 2016). Could it be that the management atmosphere of workplaces actually predicted one's effort at work and well-being and that this link was significantly mediated by the satisfaction and frustration of employees' basic psychological needs at work? This study would demonstrate that.

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, and 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.

However, Hitler and Noel (2013) investigated the impact of personality and workplace exclusion on unproductive work behaviours from an interactionist perspective. The workplace experiences of 105 employees from a mid-sized Midwestern utility company in the United States were evaluated using the NEO-FFI on two types of counterproductive workplace behaviours (interpersonal and organizational). All respondents predicted that building strong employee relationships would help to protect individual rights in the workplace, both in terms of the relationship with management and in terms of member rights. The aforementioned findings corroborated those of Manzoor (2011) who discovered that relatedness enhanced teamwork, simplified challenging tasks, sparked creative thinking, and encouraged coherence in organizational initiatives, all of which increased job productivity.

Mamdani (2007) noted the development of staff personal allegations and counteraccusations at Makerere University a few years ago. In a study by Nakanyike, Musisi, and Nansozi (2000) found that there were serious staff complaints and denials regarding the mismanagement of staff retirement benefits, egregious mismanagement of university property, shady contract awarding practices, and a lack of effective supervision and a supervision system. Curiously, this was consistent with Danilo de Melo's (2014) analysis of a new era in Brazilian higher education, which claimed that even administrators in Brazilian universities engaged in fights with junior lecturers and abused their established authority. Kawalya (2012) examined the repositioning of Makerere University's structure through its impact on the College of Education and external studies library services and expressed displeasure that administrators at Makerere University purposefully postpone submitting student exam scripts and course work for marking simply because they naturally dislike faculties and lecturers. There was a need for this study because all of these in Makerere University seemed to be rumors that couldn't be verified after a survey on employee needs satisfaction was conducted.

In their study, Gkorezis, Kalamouka, and Petridou (2013) looked at the relationship between employee thriving and workplace disrespect and the moderating function that belongingness plays. Belongingness acted as a mediating mechanism in the aforementioned relationship, according to data from 163 private employees. According to Haerens et al. (2015), this belongingness has a variety of causes and effects. For instance, a worker who doesn't feel connected to their co-workers may feel less energized as a result. It was believed that stress, despair, and anxiety symptoms would easily draw employees into various undesirable workplace activities. The contrast between need satisfaction and need frustration pathways, according to Ryan and Deci (2017), is crucial because it supports the more positive aspects of human functioning, which

are supported by a sense of belonging, relaxation, and love. In fact, according to Inuwa (2016), Martela and Ryan (2016), relatedness at work is a psychological need that can be satisfied and is a better indicator of positive psychological functioning than previously thought (such as life satisfaction, subjective vitality, and positive affect). This was thought to be the case at Makerere University.

In addition, Lubowa (2012) in his analysis of what next for Kyambogo University after Ndiege's exit pointed out allegations where Kyambogo university administrative staff fell out with colleagues after blocking loopholes they were using to swindle the university, adding to forcing colleagues out of office. Ortega (2016) also intervened and looked at Uganda's Kyambogo, and Makerere University non-teaching staff going on strike. He reported that the university administrators in Uganda tended to ignore the complaints and frustrations facing lecturers and students. It was then surprising that in circumstances where workplace relations needed to exist among workers, efforts to study proceeding satisfaction of relatedness needs in public universities were generally not yet completed. For example, having perused the dissertation list in the Makerere University library, none of the submitted dissertations from 1970 to 2020 focused on the satisfaction of relatedness needs and workplace behaviours although several authors like Mamdani (2007), Kawalya (2012), Lubowa (2012), Kiiza (2015) among others had pointed out acts of poor relations demonstrated by staff in universities.

Casey (2020) investigated prosocial rule-breaking on the street, the roles of leaders, peers, and bureaucracy, and a perspective on workplace rule infractions that avoided presumptions of always self-interested, utility-maximizing employees. The study examined the effects of leaders, peers, and bureaucratic characteristics on prosocial rule-breaking-related beliefs and behaviour using survey data of child welfare social workers. Their findings showed that formalizing rules and threatening penalties reduced employees' desire to break them for others, while co-worker rule infractions and rule consistency promoted prosocial rule-breaking. The researcher continued to wonder whether formalized threats of punishment, as stated by Casey (2020), promoted motivation or decreased employees' willingness to work at Makerere University, which is a public institution. Adrian et al., (2020) study raised the important question of how public service motivation and prosocial motivation were related to one another and how, together, these two concepts affected the behavioural outcomes of public employees. Adrian et al. (2020) thought that prosocial motivation and public service motivation were not only conceptually but also empirically separate ideas that easily predicted the behavioural outcomes of employees. It was crucial because the study examined administrators at Makerere University.

Abraham, Yari, and Asher (2013) investigated whether and how relational relationships characterized by connectivity enabled comprehensiveness in strategic decision-making and fostered two types of resilience in top management teams that reflected both effective beliefs and adaptable ability. Based on a sample of 74 top management teams, they found that connectivity was positively related to strategic decision comprehensiveness and favourable employment relations, and that connectivity was indirectly related to both the resilience-effective beliefs and the resilience-adaptive capacity of top management teams through strategic decision comprehensiveness. Boxall (2014) noted that research in industrial relations had been more useful in reporting the spread of employer behaviour and analyzing it, which prompted him to publish a study on the future of employment relations from the perspective of human resource management.

Junger et al., (2017) found out how colleagues could support each other's needs and motivation. Adopting the self-determination theory as a guiding framework, the study examined whether team members could be trained in supporting each other's basic psychological needs for autonomy, competence, and relatedness and, hence, increasing each other's need satisfaction and autonomous motivation while decreasing controlled motivation. According to multilevel regression analysis, employees in the experimental condition increased need satisfaction and autonomous motivation more than those in the control condition, and the rise in autonomous motivation was mediated by an increase in need satisfaction.

However, in situations when there was a lot of workplace gossip, one wonders how employees could support one another through gossip. To understand the connection between workplace gossip and employee behaviour (supporting one another), Chien-Chih (2015) examined gossip in the workplace. They found in their study of 362 Taiwanese workers from a variety of industries that workplace gossip predicted employee suspicion and mediated the relationship between psychological contract violation and suspicion, and that non-workplace gossip had a weaker but still significant impact on employee suspicion, making it challenging for co-workers to support one another. The various gossip constructs have diverse effects on employee behaviour, according to Chien-Chih (2015). This served as a warning to university administrators to avoid workplace gossip because it can lead to unexplained employee behaviour. Although workplace gossip was not frequently reported by Makerere's employees, the researcher could not deny its prevalence. To better understand how gossip affects workplace behaviour and how much administrative staff members assist one another, this study will look at how gossip affects workplace behaviours.

So, to determine if implicit motivations and fundamental psychological needs interacted to predict employee well-being and flow in the German banking industry, Schüler, Brandstätter, and Sheldon (2013) applied the self-determination theory. According to their research, certain experiences, including relatedness, were universally good for everyone's well-being. This meant that both of these seemingly opposing viewpoints

were supported by the current research on motives as mediators of the relationship between basic need fulfilment and favourable outcomes.

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. In a similar study, Fatos (2014) analyzed data through multiple regression and Pearson product-moment correlation coefficient analysis for a study and the findings were that the sub-dimensions of work-related basic need satisfaction significantly predicted work engagement and positive relationships at work. This meant that the academic staff in Turkish Universities had better efficiency in terms of work engagement and work relationships, which also resulted in higher work adaptation and participation. This was a good example which deserved to be copied by other staff in Universities such as administrative staff in Makerere University. So as more researches are proposed, this study would help support the university council to strengthen improving the work conditions of their personnel, which could promote competence and relatedness at work. As such, while looking at the context of administrative staff in Makerere University, very little empirical attention had been paid to examining how elements of relatedness and autonomy had been applied and interpreted. May be this study would draw on the lived-experience of administrative staff who had applied provision of relatedness need as a managerial behaviour that supported employee motivation.

In her presentation on "Maintaining Positive Employee Relations: Does It Apply to Millennials? Josiane (2020) claimed that anyone who has experienced unfair treatment at work is aware of how demoralizing it can be and how it can destroy trust, lower employee morale, and harm employee relations and performance. Carina, Daphne, and Mirko (2016) evaluated confused professionals and their ability to handle pressures at work in the same attempt. Although Carina, Daphne, and Mirko (2016) primarily focused on veterinary inspectors, the authors (Josiane, 2020; Carina, Daphne & Mirko, 2016) appeared to have explored conflicts, disorientation, and coping techniques at work. It was found that professionals frequently deal with contradictory circumstances as a result of potential conflicts between complex professional, organizational, and societal elements; this discovery generated concerns about how these factors interact.

Even if the abusive behaviour involved assaulting a co-worker rather than the employee, it would still result in negative reactions and increased unethical behaviour when it was noticed. In light of the aforementioned experience, one can infer that administrative employees at Makerere University were treated with respect, fairness, and love and had shown actual acts toward justice and respect. Could it be that when employees in Makerere accepted organizational elements or were able to put a more integrated set of professional/organizational work principles into practice, disputes were perceived as less stressful? But why had the majority of stakeholders persisted in criticizing these individuals' actions at work? administrative staff to the extent of even presenting complaints to public through media? This study would be an opportunity to investigate this further.

Wesseling, Blok, and Ringersma's (2017) study sought to pinpoint the factors influencing managers' and employees' pro-environmental actions at work. They took into account elements in their research such as leadership support, perceived organizational support for the environment (also known as institutional support), and leadership (exemplary) behaviour. The study found no significant correlation between planned employee behaviour and intention to act. Hughes et al. (2018) provided a theorization of innovative workplace behaviour at the individual and team levels, based on theories of social exchange, enactment, and trust. They also described how desirable performance returns happened for both people and teams.

They found that employee attitudes toward work were positively correlated with perceived workplace performance at the individual and team levels, and that the effects varied depending on the types of trust in play. Their findings were based on surveys administered at two points in time in a large insurance company in the Netherlands. Just as Chen, Vansteenkiste, and Beyers (2015) observed, relatedness needs were discovered to contribute just to the prediction of well-being, whereas relatedness needs were discovered to contribute solely to the prediction of ill-being. Despite the fact that the investigations were conducted in various workplaces, the author's conclusions appeared to be related. This indicated that when employees worked in teams under the effective management of their bosses, they were less likely to act in unpleasant ways. In light of Nakanyike, Musisi, and Nansonzi (2000), Mamdani's (2007), Kawalya (2012), and Talemwa and Nangonzi (2015), it is possible that the university's leadership issues are the reason why staff workplace activities were not reported to be in teams. This persisted as a test for the researcher to determine how the administrative staff at Makerere University believed their relatedness needs to be met.

The researcher's own experience supported the conclusions made by Trépanier, Fernet, and Austin that bullying at work was a strong predictor of poor psychological health. According to Sarah-Geneviève, Claude, and Stéphanie (2013), workplace bullying would be sarcastic, offensive, mocking, or intimidating and could be recognized when coworkers grew quiet, left the office out of annoyance, or noticed a pattern of missing paperwork, or files, other work-related items, and personal items. Such an environment would directly create higher burnout and lower work engagement through a lack of satisfaction with basic psychological needs. Now that it was reported by different authors such as Nakanyike, Musisi, and Nansonzi (2000), Mamdani (2007), and Kizza (2015) to be happening at Makerere University, this study was set to verify the perceived satisfaction of relatedness needs further among the administrative staff. Kumar and Jauhari (2016) explored the possibility that workplace needs for learning, performance, and relatedness could affect how strongly individuals identify with their firms. Their findings suggested that employee identification with the organizations was positively influenced by satisfying learning, performance, and relatedness needs. They gathered data from 365 professionals representing various work backgrounds in India's public sector and used structural equation modeling to analyze it. Therefore, in circumstances where demand for loyalty from employees was no longer possible, it meant that the degree of organizational commitment among employees anticipated results of organizational interest. Similarly, the study sample collected by Abun and Maggalanez (2018) from a corporate retail pharmacy group revealed that the desire for relatedness was satisfied to the greatest extent.

This meant that the needs of the workers in terms of relatedness were being met to a great extent. While several authors, including Mamdani (2007), Kawalya (2012), Kiiza (2015), Talemwa and Nangonzi (2015), Kiiza (2016), Otagé (2016), and Kiwawulo and Natukunda (2017), had written about the poor workplace relationships among the staff at Makerere University, the findings from the studies by Abun and Maggalanez (2018) and Kumar and Jauhari (2016) remained provocative to test the relatedness requirements of administrative staff at Makerere University; and most importantly whether the university fostered a sense of oneness in employees since this relatedness need satisfaction lied at the core of human motivation.

In a similar vein, Abun and Maggalanez (2018) found that overall, the psychological need satisfaction of relatedness needs at work was high among the faculty and employees of Divine Word Colleges in the Philippian regions. They also examined the relationship between psychological need satisfaction at work and work engagement, looking at 300 employees. That served as a cue to establish that relatedness needs were an essential component of job engagement, much as Armstrong and Taylor (2017) had claimed that because people are social animals, it's crucial to build healthy relationships to thrive. The researcher needed to demonstrate that at Makerere University, relationships with supervisors, coworkers, clients, or stakeholders were a key ingredient to successful collaboration, produced better results and worked away with counterproductive workplace behaviour.

Additionally, when Sebastiaan, Elsabé, and Johannes (2013) examined the connection between manager relationships, the fulfillment of employees' psychological needs, and their intention to quit, their results diverged from those of Abun and Maggalanez (2018) and Kumar and Jauhari (2016). Sebastiaan, Elsabé, and Johannes discovered that management relationships had an impact on the fulfillment of psychological demands and sparked employee intents to quit. Based on the aforementioned findings of the author, it could be concluded that there were administrative staff members at Makerere University whose intents to quit were higher based on their relationship with their managers or supervisors. Therefore, if this were the case at Makerere University, our study would help to confirm it.

III. Methodology

The study employed a cross-sectional survey research design in which data were collected from a stratified sample of 191 administrative staff, who were drawn from a target population of 380. This was done using slightly adapted versions of Schneider and Alderfer's (1973)'s and Spector et al. (2006)'s self-administered questionnaires (on need satisfaction and workplace behaviour respectively). The Cronbach's Alpha coefficient 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. Lastly, 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

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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
Others (University Hospital. and Library)	8	4
Total	191	191
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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
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Gender	Frequency	Percent
Male	121	63
Female	70	37
Total	191	100.0
<hr/>		
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
<hr/>		
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 shows that according to the respondent's biodata, 50.3% of the respondents were professional staff, 42.9% were administrative faculty, and 6.3% were senior-level administrators. The results of the respondents' colleges of employment were also recorded, and it was discovered that CoCIS staff made up 12% of the study, CoVAB staff made up 11%, and CEDAT staff made up 11%, with the remaining responses coming from other colleges. About 13% of the research was made up of staff who worked at the university's various resident halls. Table 1 revealed that 121 respondents (63%) were men and 70 respondents (37%) were women. Regarding the respondents' experience, 85 (45%) had teaching experience ranging from 4 to 6 years, whereas 58 (30%) had experience ranging from 1 to 3 years. 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 friendship and commonality of goals as an Attribute of Relatedness Needs

Table 2: 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

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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 3 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.

4.3 Perceived relatedness needs satisfaction: Recognition and respect from customers

Table 3: 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 3 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 4: 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 5.16A – C

Table 5.16A: 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 5.16B: 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 5.16C: 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

a. Dependent Variable: Workplace Behaviours

Table 5.16A – 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 related needs 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 $sig = 0.062$ more than 0.05. This implied that relatedness satisfaction did not significantly predict workplace behaviors of staff at Makerere University.

V. Discussion

The objective of the study was to find 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.

In their empirical study on the staff of manufacturing businesses, Kanten and Funda (2013) investigated the impact of organizational climate on counterproductive behaviors. They asserted that in some cases, interpersonal desires could be primarily formalized as a result of collective bargaining between employers and trade unions regarding the role, status, and working conditions of employees. In these conditions, a person needed to advance in society and interact with others as a factor that will boost productivity if relatedness needs were to be met. Indeed, social standing and interpersonal interactions among Makerere University administrative staff were generally favorable, and had no negative effects on job output, and the study's findings indicating a negligible correlation between one's relatedness needs and productivity confirm this.

Good employee relations, both in terms of the interaction with management and concerning each individual member's rights, were projected by Hitlan and Noel (2013) to contribute to the strengthening of individual rights in the workplace. Although not statistically significant, Hitlan and 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).

Although Nakanyike, Musisi, and Nansozi (2000) conducted a study and reported that there were serious staff accusations and counter-accusations regarding the mismanagement of staff retirement benefits, flagrant mismanagement of university estates, bribery in the award of contracts, and a lack of effective supervision; Mamdani (2007) supported their findings and hypothesized that these counter accusations were raised due to negligence in the satisfaction of the staff. However, the study's findings largely discounted this. The degree to which administrative staff identified with their work predicted outcomes of the university's interest when they took care of their physical well-being and were prepared to communicate with others, such as coworkers and friends. Since relatedness needs satisfaction depended on the core of human motivation, the purpose of the study was to test whether the satisfaction of relatedness needs at the workplace could influence employees' identification with the university by being productive. As such, in today's scenario, it is therefore essential for the university to foster a sense of oneness in employees for them to be committed and more focused on their jobs; although the study had predicted that other factors could have contributed to affecting administrative staff work productivity.

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 relatedness 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.

In a paper on the future of employment relations from the perspective of human resource management, Boxall (2014) claimed that industrial relations research has been more useful in explaining the growth of employer behavior toward employee relations and delving into the causes behind it. 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. Muwonge and Nangonzi (2015), however, claim that administrative staff members had participated in strikes to voice their discontent with the university. Fortunately, the study's findings do not necessarily support the idea that administrative staff dissatisfaction is primarily caused by a lack of perceived relatedness needs fulfillment.

Jungert et al. (2017) examined whether team members might be taught to support each other's fundamental psychological needs for relatedness, increasing each other's need fulfillment and autonomous motivation while reducing controlled motivation. Looking at the study's findings, it is clear that meeting linked needs had very little of an impact on how staff behaved at work. This suggests that people are drawn to and dedicated to environments where their needs are met. Studies by Chung and Seaton, et al. (2016) have suggested that workplace friendship has a variety of positive functions for both individuals and organizations, including increasing trust, respect, security, and communication. Friendship has been considered valuable for both individuals and organizations. This was also supported by the survey, where 80% of respondents said that their actions were motivated by the chance to forge close bonds with others and had little bearing on how they behaved at work. As a result, when Chung and Seaton, et al. (2016) conducted a study on the factors influencing employees' knowledge-sharing behavior, their findings provided evidence that improving employees' sense of well-being had been successful in building a connection between the organizational culture and the social capital tendency. This gave the impression that friendship (relatedness need) played an important role in employees' knowledge-sharing behavior to build employee social capital and work productivity other than staff engaging in unproductive workplace behaviour.

Studies by Sebastiaan, Elsabé, and Johannes (2013), as well as several reports from Mamdani (2007), Nakanyike, Musisi, and 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 Schüler, Brandstätter, and 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.

VI. Conclusion

From the study findings, it was observed that there was 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, given that the study findings on perceived relatedness needs should not be dismissed because a quick fix is required to preserve Makerere University and its staff's reputation among stakeholders.

For that matter, 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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