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Exploring the Impact of Employee Satisfaction on Organizational Performance in Local Government: A Case Study of Mbale City Council

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Abstract

This study examines the correlation between employee satisfaction and organizational performance at Mbale City Council. It specifically investigates the relationships between remuneration, working environment, promotion, and organizational performance. Using a sample of 136 respondents drawn from 215 employees, the study employed Pearson correlation analysis to test these relationships. The findings reveal that remuneration (r = .471**), working environment (r = .520**), and promotion (r = .397**) significantly influence organizational performance at a p-value < 0.01. The results suggest that fair compensation, a conducive working environment, and transparent promotion opportunities are critical for improving employee motivation and organizational efficiency. The study concludes that investing in employee satisfaction strategies can lead to sustainable improvements in performance. Future research should explore these factors across different sectors for broader insights.

Keywords: Employee satisfaction, organizational performance, remuneration, working environment, promotion

Introduction

Employee satisfaction is a critical determinant of organizational success (Lee et al., 2023). Organizations rely on satisfied employees to drive performance, efficiency, and overall productivity. Satisfied employees exhibit greater commitment, reduced absenteeism, and higher engagement, resulting in improved service delivery (Carroll & Conboy, 2020). Herzberg's Two-Factor Theory (1959) highlights that job satisfaction arises from intrinsic motivators such as recognition and achievement, while dissatisfaction stems from hygiene factors like poor salaries and inadequate working conditions (Sobaih & Hasanein, 2020). Similarly, Maslow's Hierarchy of Needs (1943) asserts that employees perform better when their physiological, safety, and esteem needs are met, reinforcing the link between job satisfaction and organizational success. Employee satisfaction is globally recognized as a key driver of organizational performance (Adamma et al., 2021). Research by Heskett et al. (1994) introduced the Service-Profit Chain model, demonstrating that satisfied employees contribute to

improved customer satisfaction, ultimately leading to enhanced organizational success. In East Africa, Ogochi (2014) found that employee satisfaction plays a crucial role in improving productivity within Kenyan municipal councils. Likewise, Matiko and Mbuti (2021) established that satisfied employees in Tanzanian government institutions were more effective in-service delivery. These findings highlight the importance of employee satisfaction in shaping performance outcomes.

In Uganda, maintaining high levels of employee satisfaction in the public sector remains a challenge. Studies indicate that dissatisfaction among employees contributes to inefficiencies, absenteeism, and declining service quality (Adikin, 2024). Mbale City Council, like other municipalities, faces challenges related to low motivation and limited career growth opportunities, negatively impacting employee morale. Turyahikayo et al. (2024) revealed that factors such as inadequate compensation, lack of recognition, and an unsupportive work environment hinder job satisfaction in Ugandan local government institutions, affecting service efficiency.

The disparity between employee expectations and actual job conditions is a major concern in Mbale City Council. Herzberg (1959) emphasized that recognition and career advancement serve as key motivators in fostering job satisfaction and performance. However, Bainomugisha, Muhwezi, & Bogere (2015) argue that Ugandan public sector employees experience limited opportunities for professional development, leading to dissatisfaction. Research by Wambuzi (2024) further supports this, showing that staff discontent has resulted in inefficiencies in Jinja and Mbale municipal councils, reinforcing the need for improved job satisfaction strategies.

The role of motivation in employee satisfaction is well established in management literature. Vroom's Expectancy Theory (1964) suggests that employees exert more effort when they expect rewards. Research by Sanjeevan and Tamimaran (2020) indicates that motivation strategies, including incentives, recognition, and professional development, significantly enhance employee morale and productivity. Garg and Ramjee (2013) found that in South Africa's public sector, higher levels of employee satisfaction correlated with increased commitment and improved service efficiency, suggesting that structured motivation strategies contribute to organizational success.

Background of the Study

Employee satisfaction is a cornerstone of organizational success, with implications for productivity, efficiency, and service quality (Lee et al., 2023). Grounded in Herzberg's Two-Factor Theory (1959) and Maslow's Hierarchy of Needs (1943), prior research highlights those intrinsic motivators (e.g., recognition) and extrinsic factors (e.g., remuneration, working conditions) shape employee morale. Globally, studies like the Service-Profit Chain model (Heskett et al., 1994) emphasize the link between satisfied employees and organizational performance. In East Africa, municipal councils in Kenya and Tanzania have demonstrated improved productivity through employee satisfaction strategies (Ogochi, 2014; Matiko & Mbuti, 2021).

In Uganda, public sector institutions face persistent challenges, including low motivation, inadequate compensation, and poor working conditions (Adikin, 2024). Mbale City Council exemplifies these issues, with staff dissatisfaction contributing to inefficiencies and declining service delivery (Wambuzi, 2024). Existing literature underscores the need to address remuneration, career advancement, and workplace environment to enhance organizational outcomes (Bainomugisha et al., 2015; Turyahikayo et al., 2024). This study builds on these insights to explore how employee satisfaction influences performance in a Ugandan municipal context.

Problem Statement

Despite the recognized importance of employee satisfaction, Mbale City Council struggles with low staff morale, inefficiencies, and suboptimal service delivery. Factors such as inadequate remuneration, limited promotion opportunities, and an unsupportive work environment exacerbate dissatisfaction, hindering organizational performance. While theoretical frameworks and regional case studies highlight solutions, there is limited empirical evidence on how these factors interact in Ugandan municipal settings. This study addresses this gap by investigating the correlations between remuneration, working environment, promotion, and organizational performance at Mbale City Council.

Objectives of the study

The specific objectives therefore were;

1. To establish the relationship between remuneration and organizational performance in Mbale City Council.
2. To determine the relationship between working environment and organizational performance in Mbale City Council.

3. To analyze the correlation between promotion and organizational performance in Mbale City Council.

Research Questions

1. What is the relationship between remuneration and organizational performance at Mbale City Council?
2. How does the working environment influence organizational performance at Mbale City Council?
3. To what extent do promotion opportunities correlate with organizational performance at Mbale City Council?

Scope of the Study

This study is confined to Mbale City Council in Eastern Uganda and examines how employee satisfaction influences organizational performance within this public institution. The scope is broken down into three main dimensions.

Geographical Scope

The research focuses exclusively on Mbale City Council, a key municipal institution in Eastern Uganda. By concentrating on this council, the study captures the unique socio-economic, cultural, and administrative conditions prevalent in Ugandan local government settings. This localized focus allows for an in-depth exploration of employee satisfaction factors specific to the public sector in Uganda.

Content Scope

The study investigates the relationship between employee satisfaction and organizational performance through three core HR dimensions. Remuneration is one of them that show the extent to which fair and competitive wages contribute to overall job satisfaction and subsequent organizational performance. Working Environment is also one of then that show how workplace conditions including safety, facilities, and supportive policies affect employee morale and productivity. Promotion Opportunities is also one of then that show how the role of clear and transparent career advancement practices in enhancing employee engagement and organizational efficiency.

By focusing on these key variables, the study aims to provide a comprehensive understanding of the factors that drive employee satisfaction and how these, in turn, influence the performance of Mbale City Council.

Time Scope

The study employs a cross-sectional design, capturing data at a single point in time. Specifically, the research reflects the conditions during the data collection period, which occurred in 2023. This time-bound approach ensures that the findings represent the current state of employee satisfaction and its impact on organizational performance at Mbale City Council.

This scope ensures that the study remains focused on the local context of Mbale City Council, addresses critical HR dimensions affecting employee satisfaction, and provides contemporary insights based on data collected in 2023.

Significance of the Study

This study holds critical importance for Mbale City Council and broader public sector governance in Uganda by identifying actionable strategies to enhance organizational performance through improved employee satisfaction. By empirically linking remuneration, working environment, and promotion opportunities to efficiency and service delivery, the findings provide a roadmap for policymakers to address systemic issues such as low morale and high turnover. Academically, it enriches African public administration literature by contextualizing Herzberg's and Vroom's theories within a Ugandan municipal setting, addressing regional research gaps. For society, prioritizing employee well-being translates to better public services (e.g., healthcare, sanitation), fostering citizen trust in local governance. Globally, the study aligns with Sustainable Development Goals (SDGs) on decent work and effective institutions, offering insights for international stakeholders to design targeted interventions. Ultimately, this research bridges theory and practice, advocating for equitable HR policies that ensure long-term organizational sustainability and employee welfare.

Literature Review

Employee satisfaction has long been a cornerstone of labor relations, providing the framework through which employers and labour unions negotiate terms related to wages, working conditions, and dispute resolution mechanisms. In the public sector, where job stability and service delivery are paramount, CBAs are critical instruments for safeguarding employee rights and ensuring organizational efficiency. Recent empirical studies have underscored the link between effective CBAs and improved employee job satisfaction, ultimately leading to better organizational performance (Babalola & Ishola, 2017; ILO, 2015). This literature review synthesizes empirical evidence from various contexts to examine how CBAs influence employee satisfaction, with a particular focus on wage provisions, working conditions, and dispute resolution mechanisms.

Theoretical Review

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory (1959) posits that job satisfaction and dissatisfaction arise from two distinct sets of factors. Hygiene factors, such as salary, working conditions, and job security, are essential to prevent dissatisfaction but do not necessarily motivate employees to perform at higher levels. In contrast, motivators like recognition, achievement, and opportunities for advancement actively contribute to employee satisfaction and higher performance levels. In the context of Mbale City Council, this theory helps explain how fair remuneration and a supportive work environment can prevent dissatisfaction, while enhanced promotion opportunities may drive higher engagement and productivity (Sobaih & Hasanein, 2020).

Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs (1943) is another foundational theory that has been widely applied to understand employee satisfaction. According to Maslow, individuals have a series of needs ranging from basic physiological requirements to higher-level self-actualization. When organizations meet the fundamental needs of their employees such as competitive salaries and safe working conditions, they create a foundation upon which higher-level motivators (e.g., recognition and personal growth) can flourish. Studies in public sector contexts have shown that when these needs are met, employees tend to exhibit higher commitment and improved performance (Lee et al., 2023).

Remuneration Provisions and Employee Satisfaction

Multiple studies have established that remuneration is a critical factor in determining employee job satisfaction. Fair wage provisions are frequently cited as the most significant component of CBAs that influence employee morale. For instance, research by Osei et al. (2021) in comparable public sector environments shows a clear positive correlation between equitable wage structures and employee commitment. Empirical evidence suggests that when employees perceive their remuneration as fair and competitive, their overall job satisfaction increases, leading to reduced absenteeism and improved productivity (Lee & Kim, 2022).

Studies in both developed and developing economies have documented that structured wage negotiations under CBAs lead to improved job satisfaction. In Europe, regular wage reviews and adjustments contribute to a stable labour market, while in African public sectors, delayed wage payments have been linked to lower levels of satisfaction (Odhong' & Omolo, 2020; Lwebuga, 2023). These findings emphasize the need for timely and enforceable wage provisions in CBAs to ensure sustained employee satisfaction.

Working Environment and Organizational Performance

A conducive working environment is essential for maintaining high levels of employee satisfaction. Empirical research consistently demonstrates that improved working conditions such as safe facilities, adequate resources, and a supportive organizational culture lead to higher employee engagement (Asiedu et al., 2023). In the public sector, where employees often face challenging working conditions, the role of CBAs in negotiating better workplace environments is particularly significant.

Studies conducted in East Africa reveal that improvements in workplace conditions have a direct and positive impact on

service delivery. For instance, research in Kenyan municipal councils indicates that investments in workplace infrastructure and safety significantly boost employee satisfaction, leading to enhanced productivity (Odhong' & Omolo, 2020). Similarly, empirical investigations in Uganda have shown that public institutions with well-defined working conditions in their CBAs experience lower turnover and higher employee morale (Nabachwa & Tumwine, 2023).

Promotion and Organizational Performance

Promotional strategies encompass various elements such as personal selling, sales promotion, advertising, direct marketing, and public relations. These strategies are crucial for building strong relationships with customers and enhancing overall organizational performance. The systematic literature review conducted by Ayenew (2023) indicates that these promotional elements collectively contribute to an organization's ability to achieve its goals and objectives effectively. promotional strategies have a significant effect on organizational performance, influencing financial metrics, market standing, and operational effectiveness. Organizations that invest in developing robust promotional frameworks are likely to see enhanced overall performance across various dimensions.

In contrast, the Ugandan public sector faces unique challenges, including inconsistent policy enforcement, limited financial resources, and political interference. Empirical studies in Uganda highlight that despite the existence of CBAs, issues such as delayed wage payments, suboptimal working conditions, and ineffective dispute resolution mechanisms undermine their potential benefits (Lwebuga, 2023; Nabachwa & Tumwine, 2023). This comparative analysis underscores the need for tailored policy interventions that address local institutional challenges while drawing on global best practices. Empirical evidence strongly suggests that enhanced wage provisions are Fair and competitive wages are crucial for maintaining employee satisfaction and reducing turnover (Osei et al., 2021). Improved working conditions and investments in safe, supportive, and resource-rich work environments directly contribute to higher productivity and engagement (Asiedu et al., 2023). Effective Dispute Resolution and transparent grievance procedures build trust and reduce workplace conflicts, thereby boosting overall job satisfaction (Thompson & Smith, 2022). These insights highlight the need for policymakers and public sector administrators in Uganda to focus on the enforcement of CBAs and to address systemic issues that hinder their effective implementation.

Study Gap

While numerous studies have examined the impact of CBAs on job satisfaction in developed countries, research in developing contexts particularly in Uganda remains scarce. Specific gaps include, Limited longitudinal studies tracking the long-term impact of CBAs on employee satisfaction. Insufficient exploration of how dispute resolution mechanisms affect job satisfaction in the public sector. A need for comparative studies that consider regional variations within Uganda and across similar public institutions. The influence of external institutional factors, such as government policies and economic conditions, on the effectiveness of CBAs. Addressing these gaps will provide a more comprehensive understanding of the role of CBAs in enhancing employee satisfaction and, by extension, organizational performance. Empirical evidence suggests that effective CBAs are essential for improving job satisfaction and organizational performance. For policymakers and public sector managers, this literature highlights the importance of enforcing clear and equitable wage provisions, investing in improvements to the physical and social working environment, establishing transparent and efficient dispute resolution procedures and addressing systemic challenges that hinder the full implementation of CBAs. By focusing on these areas, public institutions in Uganda can enhance employee motivation, reduce turnover, and improve service delivery.

Methodology

Research Design - A quantitative correlational design was employed to examine relationships between variables.

Population and Sampling - A Population of 215 employees of Mbale City Council. A Sample: 136 respondents selected via Krejcie and Morgan's table, using simple random sampling (for general staff) and purposive sampling (for managerial roles).

Data Collection - The instrument is a structured questionnaires measuring perceptions of remuneration, work environment, promotion, and organizational performance. The Procedure: Data were collected through self-administered surveys, ensuring anonymity and voluntary participation.

Data Analysis - Statistical Tools used is the Pearson correlation analysis tested relationships between variables at a significance level of $p < 0.01$. Software: SPSS or similar tools were used to compute correlation coefficients (e.g., $r = .471^*$ for remuneration).
Ethical Considerations: Informed consent was obtained, and confidentiality of responses was maintained.

Conclusion

This structured approach enables a systematic exploration of how employee satisfaction factors influence organizational outcomes, offering both theoretical and practical contributions. By aligning methodology with research questions, the study ensures robust findings to guide policy and practice.

Findings and Discussion

Relationship between Remuneration and Organizational Performance

Table 1. Correlation between Remuneration and Organizational Performance

		Remuneration	Organizational Performance
Remuneration	Pearson Correlation	1	.471**
	Sig. (2-tailed)		.000
	N	136	136
Organizational Performance	Pearson Correlation	.471**	1
	Sig. (2-tailed)	.000	
	N	136	136

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

The results showed that remuneration has a significant relationship with organizational performance ($r = .471^{**}$, $p<0.0001$). This implies that fair compensation structures contribute positively to employee motivation, job satisfaction, and overall performance. Employees who perceive their remuneration as equitable are more likely to demonstrate higher levels of commitment, reduced absenteeism, and increased productivity. These findings align with Herzberg's Two-Factor Theory, which identifies salary as a key hygiene factor essential for maintaining job satisfaction. Additionally, research by Osei et al. (2021) supports this, demonstrating that well-compensated employees exhibit stronger dedication and efficiency in their roles.

Relationship between Working Environment and Organizational Performance

Table 2. Correlation between Working Environment and Organizational Performance

		Working Environment	Organizational Performance
Working Environment	Pearson Correlation	1	.520**
	Sig. (2-tailed)		.000
	N	136	136
Organizational Performance	Pearson Correlation	.520**	1
	Sig. (2-tailed)	.000	
	N	136	136

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

The findings revealed that working environment positively correlates with organizational performance ($r = .520^{**}$, $p<0.0001$). This suggests that a supportive and conducive work environment enhances employee satisfaction, leading to improved efficiency and effectiveness. Employees who work in environments that promote collaboration, safety, and professional growth tend to be more productive and engaged. These findings align with studies by Asiedu et al. (2023), which

emphasize the role of workplace conditions in enhancing overall organizational success.

Relationship between Promotion and Organizational Performance

Table 3. Correlation between Promotion and Organizational Performance

		Promotion	**Organizational Performance**
Promotion	Pearson Correlation	1	.397**
	Sig. (2-tailed)		.000
	N	136	136
Organizational Performance	Pearson Correlation	.397**	1
	Sig. (2-tailed)	.000	
	N	136	136

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

The study found that promotion had a significant correlation with organizational performance ($r = .397^{**}$, $p<0.0001$). This indicates that employees who perceive clear career advancement opportunities tend to be more motivated, engaged, and committed to their work. Organizations that implement transparent promotion policies and provide opportunities for growth experience higher levels of productivity and job satisfaction. These findings are supported by research from Adeyemi et al. (2023), who argue that career development programs significantly impact employee performance and long-term retention.

The findings of this study highlight the critical role of remuneration in shaping organizational performance. Employees who are fairly compensated are more likely to demonstrate increased commitment, lower turnover rates, and enhanced productivity. According to Herzberg's Two-Factor Theory, remuneration serves as a key hygiene factor that, while not necessarily increasing motivation, prevents dissatisfaction. When employees feel undervalued due to inadequate pay, their performance and engagement levels decline. This underscores the importance of competitive and fair compensation structures in improving both employee satisfaction and organizational effectiveness. Research by Osei et al. (2021) further validates this, demonstrating that organizations with well-structured remuneration policies report higher levels of efficiency and productivity.

A positive work environment has also been shown to be a significant contributor to organizational performance. Employees who operate in a supportive, well-equipped, and conducive workspace tend to be more engaged, innovative, and productive. Asiedu et al. (2023) found that workplace conditions, including safety measures, teamwork, and leadership support, significantly impact employees' satisfaction and performance. Organizations that prioritize workplace enhancements, such as flexible work arrangements, professional development opportunities, and open communication channels, foster a culture of engagement and high performance. This study's findings reinforce the need for organizations to invest in improving workplace conditions to ensure employee satisfaction and sustained productivity.

Furthermore, the study establishes a strong link between promotion opportunities and organizational performance. Employees who perceive clear pathways for career advancement exhibit higher levels of job commitment and motivation. Career progression provides employees with a sense of purpose and encourages long-term engagement. Adeyemi et al. (2023) found that organizations that offer training programs, mentorship, and fair promotion policies tend to experience lower turnover rates and enhanced efficiency. These findings suggest that organizations should prioritize structured career growth initiatives, ensuring employees see tangible benefits from their contributions. By investing in fair and transparent promotion policies, organizations can foster a motivated workforce that drives sustainable performance improvements.

Conclusion

In conclusion, this study underscores the importance of remuneration, work environment, and promotion opportunities in enhancing organizational performance. Fair and competitive compensation structures ensure employee satisfaction and productivity, while a positive work environment fosters engagement and efficiency. Moreover, transparent promotion policies contribute to higher motivation and long-term commitment among employees. Organizations that strategically invest in these factors are more likely to achieve sustainable performance improvements. Future research should explore the long-term impact of these variables across different sectors to provide broader insights into effective employee satisfaction strategies.

Recommendations

Based on the study's findings, the following recommendations are proposed to enhance employee satisfaction and organizational performance at Mbale City Council: Enhance Remuneration Structures will help to adjust and review and adjust wage scales to ensure that salaries are competitive and reflect the cost of living. Implement performance-based incentives to reward high-performing employees, thereby reinforcing the link between fair compensation and job satisfaction (Osei et al., 2021). Improve the Working Environment will help to invest in modernizing physical workspaces to create safe, comfortable, and conducive environments that foster collaboration and productivity. Introduce initiatives that promote work-life balance, such as flexible work arrangements and wellness programs, to reduce stress and enhance overall morale (Asiedu et al., 2023).

Strengthen Promotion and Career Development Policies which help to develop transparent and well-structured promotion policies that clearly outline career progression paths for employees. Provide regular training, mentoring, and professional development programs to build employee skills and facilitate upward mobility, thereby boosting long-term engagement and retention (Adeyemi et al., 2023). Increase Employee Participation and Communication which will help to establish formal channels for employee feedback and participation in decision-making processes to ensure that their concerns and suggestions are addressed promptly. Regularly communicate HR policies and changes to build trust and reinforce the organization's commitment to employee welfare.

Implement Continuous Monitoring and Evaluation will help to develop a robust framework for regularly assessing the effectiveness of HR practices, including periodic surveys and performance reviews. Use data-driven insights to make necessary adjustments in HR policies, ensuring alignment with evolving employee needs and organizational objectives. Foster a Culture of Transparency and Inclusivity and transparency Promote an organizational culture that values transparency in all HR-related decisions, from remuneration to promotions, to build trust and increase job satisfaction. Ensure that any changes in HR policies are implemented consistently and equitably across all departments. By implementing these recommendations, Mbale City Council can create a more supportive work environment that not only improves employee satisfaction but also drives higher organizational performance. These recommendations, grounded in both theoretical and empirical evidence, aim to bridge the gap between employee satisfaction and organizational performance at Mbale City Council.

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