HUMAN RESOURCE PRACTICES, PERCEIVED ORGANIZATIONAL SUPPORT AND JOB SATISFACTION: THE CASE OF MUKONO GOVERNMENT HOSPITAL

BY

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DECLARATION

I Nabadda Christine, declare that this dissertation titled: “Human resource practices, POS, and job satisfaction: The case of Mukono government hospital”, is my original work, and that any assistance I have received in its preparation has been fully acknowledged and disclosed.

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APPROVAL

This is to confirm that this dissertation titled: “Human resource practices, POS, and job satisfaction: The case of Mukono government hospital”, has been done by Nabadda Christine under my close supervision.

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Dr. SAMUEL EYAMU

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DEDICATION

I dedicate this study to my family, my mother Dorothy Namagemebe Kasagga, my siblings, children and relatives.

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TABLE OF CONTENTS

LIST OF TABLE

LIST OF FIGURES

LIST OF ABBREVIATIONS

HRP:	Human Resource Practices
JS:	Job Satisfaction
MD:	Mukono District
MGH:	Mukono Government Hospital
OST:	Organizational Support Theory
POS:	Perceived Organizational Support
SPSS:	Statistical Package for Social Sciences
UNHCO:	Uganda National Health Consumers Organization

ABSTRACT

This study examined the relationship between human resource (HR) practices, Perceived Organizational Support (POS), and job satisfaction at Mukono government hospital. Specifically, it explored the relationships between HR practices and job satisfaction, HR practices and POS, and POS and job satisfaction. Additionally, the study assessed the mediating effect of POS on the relationship between HR practices and job satisfaction. A descriptive case study design was adopted, with qualitative and quantitative research approaches. Data was collected from 81 respondents using questionnaires and 9 key informant interviews. Regression results show that HR practices (β = 0.399, p < .001) and POS (β = 0.637, p < 0.001) positively influence job satisfaction and jointly account for 58.6% of the variations in job satisfaction (Adj R^2 = 0.586). HR practices were further found to positively influence POS (β = 0.232, p < .05). POS was also found to mediate the relationship between HR practices and job satisfaction *(β = 0.358, p > .001)*. Based on these findings, the study concluded that HR practices are critical in enhancing job satisfaction. POS independently improves employee satisfaction and mediates the relationship between HR practices and job satisfaction. It is recommended that the hospital management should enhance HR practices by providing better working conditions, offering fringe benefits, and creating growth opportunities to improve job satisfaction. Additionally, HR practitioners should foster a supportive work environment that values employee well-being to strengthen perceptions of organizational support and further enhance satisfaction levels among staff.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter consists of the background of the study, problem statement, study aim, study objectives, research questions and the scope of the study, justification of the study, significance of the study, conceptual framework, as well as definition of key terms.

1.1 Background of the Study

The notion of job satisfaction has been changing over time, tracing its origin to the late 19th to 20th century, when early management theories such as scientific management by Frederick Taylor and classical management focused mostly on optimizing efficiency and productivity (Grachev & Rakitsky, 2013), with a central concern on employee satisfaction. Prior to 19th century, before managers knew anything about motivating employees; people recognized the importance of influencing employees to accomplish the tasks of their organization, using the "carrot and stick" motivation (Lepper, 1973). However, around the 19th century, administrators began to realize that the old method was no longer effective, and sociologists and economists began applying scientific methods from their employees to achieve the best performance.

The Human Relations Movement of the 1920s to 1930s by scholars such as Mary Parker Follett marked a shift towards recognizing the importance of social and psychological factors in the workplace that lead to job satisfaction (Varje et al., 2013). The

development of management thoughts continues with other scholars like Elton Mayo and Hawthorne who highlighted the influence of social interactions, group dynamics, and employee satisfaction on productivity. These scholars espoused that management must centre on interpersonal relations (Novicevic et al., 2013). Elton May believed that the worker is a person whose attitudes and effectiveness are conditioned by social demands from both inside and outside the work plant (Hartley, 2006). Thus, the worker needs to have a sense of belonging and have a say in his work to be satisfied with the job.

The emergence of motivation theories in the 1950s to 1960s, including Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, brought attention to the psychological aspects of employee satisfaction and motivation. While Herzberg proposed a theory about job factors that motivate employees, Maslow proposed the satisfaction of various human needs and how people pursue these needs. These theories emphasized the importance of recognizing individual needs to improve their motivation and job satisfaction (Maslow, 1954). For instance, Herzberg (1966), argues that when job content is intrinsically challenging, it builds strong levels of job satisfaction that can result in good performance. If a job is intrinsically challenging, it might prove highly satisfying. Jobs should therefore afford an opportunity to experience a need for achievement

Job satisfaction has since been a key factor in employee motivation, productivity, and retention. In the 21st century, employees expect more from their jobs than just monetary compensation and benefits. They also want to be challenged and given

opportunities to develop their skills and knowledge. Job satisfaction has been linked to HR practices such as good pay, promotion opportunities, supervisors, and co-workers. It is also informed by factors of the work environment such as the supervisor's style, policies and procedures, work group affiliation, working conditions, and fringe benefits that is, if consistency arises between the employees' perception of their jobs, job satisfaction occurs (Ivancevich & Matteson, 2005).

Various authors in the 21st century, have continued to emphasize the importance of employee satisfaction for the future of organizations, by identifying factors that influence the job satisfaction (Blomme et al., 2015). Human resources practice (HRP) is consider major factor that can influence employee engagement (Hetaljani & Bayan, 2016; Alola & Alafeshat, 2020). HR practices encompasses the various actions, policies, procedures, and strategies that a business implements to efficiently manage its staff. Recruitment and selection, training and development, performance management, pay and benefits, employee relations, diversity and inclusion programs, and workforce planning are just a few of the many tasks that go under the umbrella of HR practices (Dessler, 2017). Because the policy and practice of human resource function in terms of training and development, rewards management, and fair treatment can become sources of satisfaction, well-being, comfort, and motivation for employees. It is also believed that if managed effectively, HRP can create healthy work environment which support engagement.

POS has also been emphasized by researchers as important cause of employee satisfaction (Aktar & Pangil, 2017; Rubel & Kee, 2013). POS is the degree to which a

worker feels that their employer appreciates their contributions and is concerned about their welfare (Eisenberger et al., 2018). According to empirical research, POS has been empirically linked to improved well-being, positivity, increased engagement, commitment to work, and job satisfaction (Tang et al., 2017; Chaudhary et al., 2015).

Although authors have linked job satisfaction with severe factors, studies that comprehensively discussed the causal relationship between HRP, POS and job satisfaction is still limited more especially, in the context of health sector in developing countries such as Uganda. This formed the bases for the current study that intended to investigate the relationship between HR Practices and Job Satisfaction, being mediated by POS in the Health Sector in Uganda, with specific reference to Mukono Government hospital.

1.2 The Problem Statement

Enhancing job satisfaction is of paramount importance since it creates a positive work culture, reducing employee turnover, boosting productivity, and promoting stronger teamwork and customer relationships (Rich et al., 2020). In the health sector, health workers who are satisfied in their roles have the propensity to contribute to better service delivery in healthcare (Amporfro et al., 2021). Unfortunately, findings indicate low levels of job satisfaction among health workers. In East Africa, a study in Kenya revealed that 85% of the nurses were dissatisfied with their jobs, as a result of low motivation for the heavy work they do (Afulani et al., 2021). A study by Amy et al. (2019) indicates that Ugandan health workers are dissatisfied with their jobs,

especially their compensation and working conditions. About one in four would like to leave the country to improve their outlook, including more than half of all physicians.

At Mukono Government Hospital, dissatisfaction reflects trends observed in other Ugandan government hospitals, manifesting in strikes, absenteeism, and poor service delivery. Reports from the Uganda National Health Consumers Organization (UNHCO, 2018) indicate that some staff fulfill only the bare minimum of attendance requirements, often neglecting assigned duties, arriving late, or dodging assignments altogether. Such issues pose significant risks to the hospital's performance and necessitate interventions to improve job satisfaction.

To combat this issue, scholars have suggested promoting HR practices and ensuring that employees have positive perceptions of organizational support. For instance, the doctoral study by Eyamu (2019) found that favourable HR practices have a positive influence on POS and employee outcomes, including job satisfaction, job engagement, and affective organizational commitment. However, there is limited research on the mediating role of POS in the relationship between HR practices and job satisfaction among employees in government hospitals in Uganda. Therefore, this study aims to address this gap by examining the mediating role of POS in the relationship between human resource practices and job satisfaction at Mukono Government Hospital

1.3 Purpose of the study

The purpose of the study was to establish the relationship between HR practices, POS and job satisfaction at Mukono government hospital.

1.4 Research Objectives

The research objectives were:

1) To establish the relationship between HR practices and job satisfaction among hospital staff at Mukono Government Hospital.
2) To examine the relationship between HR practices and POS among hospital staff at Mukono Government Hospital.
3) To assess the relationship between POS and job satisfaction among hospital staff at Mukono Government Hospital.
4) To assess the mediating effect of POS on the relationship between HR Practices and job satisfaction among hospital staff at Mukono Government Hospital.

1.5 Research Questions

This study was guided by the following research questions:

1) What is the relationship between HR practices and job satisfaction among hospital staff at Mukono Government Hospital?
2) What is the relationship between HR practices and POS among hospital staff at Mukono Government Hospital?
3) What is the relationship between POS and job satisfaction among hospital staff at Mukono Government Hospital?
4) What is the mediating effect of POS on the relationship between HR Practices and job satisfaction among hospital staff at Mukono Government Hospital?

1.6 Research hypotheses

1) H_1: There is a significant positive relationship between HR practices and job satisfaction among hospital staff at Mukono Government Hospital.
2) H_2: There is a significant positive relationship between HR practices and POS among hospital staff at Mukono Government Hospital.
3) H_3: There is a significant positive relationship between POS and job satisfaction among hospital staff at Mukono Government Hospital.
4) H_4: POS mediates the relationship between HR practices and job satisfaction among hospital staff at Mukono Government Hospital.

1.7 Scope of the study

The study's scope was divided into three categories: content, geographic, and temporal. As it is discussed below:

1.7.1 Content scope

This study looked at how Human Resource practices and POS impacted job satisfaction. In this study, job satisfaction was the dependent variable, and Human Resource practices were the independent variables.

1.7.2 Geographical scope

This investigation was conducted at Mukono Government Hospital. This particular case was selected due to its lack of contextual analysis. As a result, it presented a chance for a fresh research case.

1.7.3 Timing scope

The study concentrated on the period between 2021 to 2022 since throughout this time; job satisfaction was marked by extreme inefficiency, ineffectiveness, among the Hospital staff at Mukono Government Hospital.

1.8 Justification of the Study

The research was conducted because of the importance of Employee job satisfaction in original context. Satisfied workers were more productive, efficient and more willing to work towards organizational goals than those that experienced low levels of satisfaction (Oshagbemi, 2003). The contentment of the workforce was a prerequisite for the organization's success. Any organization's performance, productivity, and prosperity all depend on HRP. One of the most important elements in creating an atmosphere where the best performance was possible if the employee was happy with the work environment. The goal of the study was to determine how HR practices, such as performance reviews, promotions, and compensation, affect employee satisfaction in government hospitals. Limited research of this kind has been done, and the study added to the scant body of knowledge regarding the impact of HRM practices in Uganda's government hospitals while also offering helpful advice on how to close the knowledge gap when enhancing and implementing HR practices.

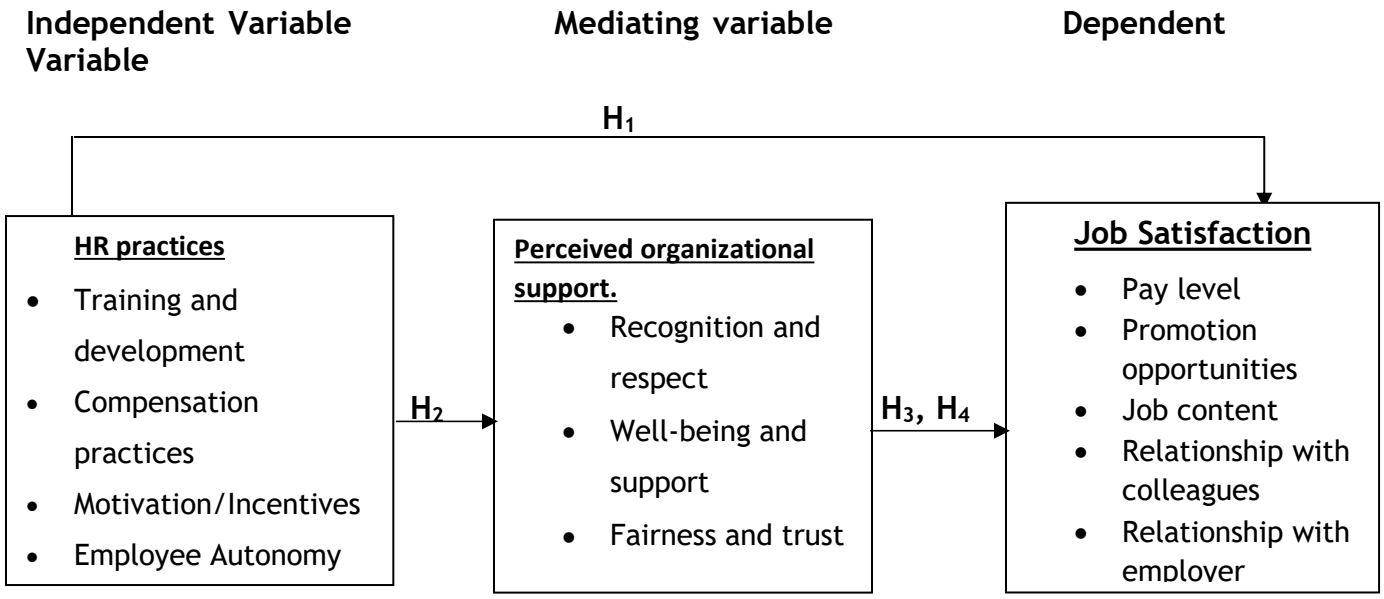
1.9 Significance of the Study

This research may be beneficial to all the government Hospitals in Uganda that seek to improve on the Job satisfaction of their employees by highlighting the fundamental

HR practices that they would put in place to ensure retention of staff who are highly satisfied.

The research may also be beneficial to future researchers by providing more knowledge and insights into this field of study. Not so much research has been conducted in the field; the researcher's work therefore is a point of reference for future researchers to base on in those areas of study.

1.10 Conceptual Framework



Source: Adopted from** Dessler (2017), Tang et al. (2017), Chaudhary et al. (2015), and modified by **Researcher (2024)

Figure 1.1: Conceptual Framework for relationship between the study variables.

The conceptual frame work above shows the relationship between HR practices and job satisfaction. The independent variable which is HR practices was measured by training and development, compensation practice, motivation and employee autonomy. The dependent variable job satisfaction was measured in relation to pay

level, promotion opportunities, job content, relationship with colleagues and relationship with employer. The assumption is that once the dimensions of the independent variable mentioned above are in place, then the outcome will be improved job satisfaction. For example, providing training opportunities and fair compensation demonstrated the organization's commitment to employee growth and well-being, thus, enhancing job satisfaction. However, the relationship between HR practices and job satisfaction may be mediated by POS, which was measured by recognition and respect, well-being and support, fairness and trust. For instance, when employees perceive that the organization values their well-being, provides opportunities for growth, offers fair treatment, and support work-life balance, they may felt satisfied with their job roles.

1.11 Definition of study concepts

HR Practices refer to the strategies, policies, procedures, and activities implemented by an organization to effectively manage its workforce and achieve its goals. These practices encompass a wide range of activities aimed at attracting, developing, motivating, and retaining employees within the organization.

Job Satisfaction refers to the level of contentment or fulfillment that an individual experience in their job role. It reflects the subjective feelings and attitudes employees have towards their work, workplace, and specific job tasks.

Organizational Support refers to the resources, assistance, and encouragement provided by an organization to its employees to facilitate their well-being, success,

and effectiveness in their roles. It encompasses various forms of support, both formal and informal, that contribute to creating a positive and supportive work environment.

POS refers to employees' subjective perceptions or a belief regarding the extent to which their organization values their contributions, cares about their well-being, and supports their interests. It is a psychological concept that reflects employees' interpretations of the organization's actions, policies, and behaviors towards them.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section covers the literature review in relation to the objectives of the study, theoretical review, and identified research gaps.

2.1 Theoretical Review

The study is underpinned the Social Exchange Theory (SET) by Blau (1964). The SET is based on the assumption that people tend to reciprocate to the external condition they perceived. If employees view their organization as providing care and good management they will develop positive attitude which tend to shape positive work behavior (Blau, 1964). SET can be a series of continuous benefits between parties (Shore et al., 2009 cited in Wikhamn & Hall, 2012). For instance, an employee counts the benefits from his job over the costs, and if benefits have been over the costs, it is profits and leads to more exchange.

The SET contains sources of exchange, which can be financial or emotional sources (Wikhamn & Hall, 2012), even explicit or implicit (Ahmad et al., 2023). The sources give a strong social relationship if it is valuable for both partners (Wikhamn & Hall, 2012). SET predicts that initiating social exchange with good intentions leads to a target response of increased good action and decreased negative action (Cropanzano, 2017). In organizational environment, social exchange takes place every day and in every occasion. Employee and employer seeks mutual benefit of this take and give. Adequate or even better great support from organization which matches employee's

expectation will be regarded as positive act and they are expected to experience high satisfaction level (Buil et al., 2018).

However, the SET has been criticized for its limitations in explaining some factors. For instance, SET succeeds in explaining exchange but does not predicate human behavior. Yet, the complex modern workplace leads to more dimension sophisticated relationships which are difficult to understand (Ahmad et al., 2023). On the principle of reciprocation, Ahmad et al. (2023) criticizes the theory by stating that a positive relationship does not certainly lead to positive action in return, for instance, good initiated action can lead to a negative response driven by jealousy. The SET does also not put into consideration the varying social and cultural contexts. Yet, culture is a medium between employer and employee in understanding organizational value and performance precipitation in giving work outcomes in return, creating a mutual interdepending relationship (Wikhamn and Hall, 2012 cited in Liaquat & Mehmood, 2017). Cultures may differ, bringing the differences on how individual presumably will return the favor if they get positive input.

Regardless of the limitations of the SET, it is still applicable in organizational settings today, stressing the mechanism of reciprocation (Wikhamn & Hall, 2012). Moreover, modern management is more decentralized, empowering, and focused on employees and customers (Daft, 2015). When applied to this study, the SET would suggest that increased POS is supposed to result in greater affective attachment and feelings of duty to the organization, resulting in job satisfaction. The SET was used in this study

to help understand how employees who feel their well-being is important to the organization are more likely to be satisfied with their job

2.2 HR practices and job satisfaction

Minbaava (2005) viewed HR practices as a set of practices used by organization to manage human resource through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. Tiwari and Saxena (2012) stated that HRM practices referred to those organizational activities which are directed at managing the pool of human resources and ensured that the resources are employed towards the fulfillment of organizational goals. Furthermore, Yeganeh and Su (2008) proposed that most common human resource management practices were recruitment, selection, training and development, compensations, reward and recognition. The researcher in this study focused on training and development, compensation and performance appraisal practices as they seemed to be the most influential factors of job satisfaction.

Training and Development

Armstrong (2009) defined training and development as the continuous process that not only enhances existing capabilities, but also leads to the development of skills, knowledge and attitude that prepare people for enlarged or higher level responsibility in the future. Also “training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience” (Armstrong, 2010).

Khan et al. (2015) in their study in Pakistan employed explanatory research, using questionnaire to collect data from a sample of 100 respondents. Data were analyzed by using correlation and regression statistical tools. Researchers concluded that there was significant relationship between training and development and job satisfaction.

Nagaraju and Archana (2015) studied job satisfaction and training and development using a sample of 237 respondents and self-administered questionnaire. Data were analyzed by using descriptive statistics and paired test tools. Results proposed that training and development effect job satisfaction in organization. Johanzeb, et al. (2013) studied the effect of training on job satisfaction by using 250 employees. Data were collected by using questionnaires and analyzed by correlation and regression analysis. The results suggested that there was strong positive relationship between training and employees job satisfaction. Costen and Salazar (2011) claimed that employees who have chance to get training and development opportunity are more satisfied with their job in organization.

Performance Appraisal

According to Armstrong (2009), performance appraisal is defined as formal assessment and rating of individual by their manager at, usually, an annual review meeting. Also, according to Grote (2002) performance appraisal is "the systematic way of evaluating the standard of workers' performance". Gruman and Saks (2011) defined performance appraisal as "a process through which employees are evaluated in accordance to their job performance that smoothens the progress of career development".

Kampkotter (2016) studied the performance appraisal and job satisfaction by using cross sectional survey strategy, questionnaires, regression analysis and samples size were 10,500 German employees. Researchers found that there was positive significant effect of performance appraisal and job satisfaction. Ray (2011) adopted the survey research strategies and total of 570 questionnaires were used for analysis, correlation analysis and multiple regression analysis were used in data analysis. The results revealed that performance appraisal had strong significant positive impact on job satisfaction. Omar, et al. (2013) surveyed 120 respondents in government hospital in Malaysia through questionnaire; data were analyzed by using person correlation and regression. Researchers concluded that performance appraisal have significant relationship with job satisfaction.

Darehzereshki (2013) used questionnaires to collect 14 data from 133 employees. Data were analyzed by regression analysis. The study revealed that employees who had been exposed to high quality performance appraisal systems were feeling more satisfied with their work. Kithuku (2012) adopted a case study research design to study the effect of performance appraisal on job satisfaction at Kenya Commercial Bank. Researcher used interviews to collect data and descriptive statistical analysis to analysis data. Results showed that that there was positive relationship between performance appraisal and job satisfaction.

Compensation

Compensation is defined by Caruth and Handlogten (2001), as the bucket of financial rewards- salaries, commission, wages, bonuses, insurance and other sorts of

circumlocutory monetary benefits- provided to employees. Also, Dessler (2017) said that “Compensation refers to all types of pay or rewards going to employees and arising from their employment”.

Salisu et al. (2015) in their study of impact of compensation on job satisfaction of public sector construction workers in Nigeria using sample of 265 respondents selected by stratified randomly sampling techniques. Data were analyzed by using confirmatory factor analysis tool. The study revealed that compensations have positive impact on employees’ job satisfaction. Yaseen (2013) studied the effect of compensation factors on employee’s satisfaction. Simple random sampling technique was used in this research and correlation, ANOVA and regression analysis tools were applied. Results showed that pay, recognition, promotion and meaningful work had effect on job satisfaction.

Teseema et al. (2013) studied effects of compensation package on job satisfaction in USA, Vietnam and Malaysia. It was a cross sectional study and used a self-reported questionnaire survey on a sample of 457 respondents from USA, 391 respondents from Vietnam, and 347 from Malaysia. Data were analyzed with ANOVA, descriptive statistics and regression analysis. Findings revealed that compensation packages, namely; pay, recognition and benefits have positive effect on job satisfaction. Nawab and Bhati (2011) studied the influence of employees’ compensation on job satisfaction in educational sector using 270 questionnaires and correlation and regression analysis techniques. The results indicated that there was positive significant relationship between compensation and job satisfaction.

Previous research has underscored the importance of HR practices on job satisfaction. Concerning specific HR practices, certain aspects of HR practices have been found to influence the development of POS and job satisfaction (Brun & Dugas, 2008). Jung and Takeuchi (2018) discovered a positive relationship between career self-management and satisfaction was stronger when developmental HR practices and organizational support were high. Moreover, Lai, Saridakis, and Johnstone (2017) discovered a positive and direct relationship between the use of certain formalized HR practices and SME performance, measured by financial performance and labor productivity. Their results suggest that certain HR policies and practices may improve small firm performance, especially within firms with low levels of commitment and satisfaction.

Good HR practices are also essential to increase effectiveness due to reduced turnover and job satisfaction (Khan et al., 2021). Implementing sustainable human resource management strategies becomes particularly crucial to support employees' secure functioning and well-being. These procedures assist businesses in meeting their employees' demands (Jaskeviciute et al., 2021). A similar view was echoed by Ng and Sorensen (2008), who stated that HRM policies and practices motivate employees and remove the obstacles to employee performance, thereby leading to their satisfaction. Relatedly, Steijn (2014) found that HRM practices had positive effect on job satisfaction of the employees of Dutch public sector whereas individual characteristics such as age, gender, and education had insignificant effect on job satisfaction. Gould-William (2013) showed that use of specific HR practices in local government organizations in the United Kingdom (UK) was associated with a greater degree of job

satisfaction, workplace trust, commitment, effort, and perceived organizational performance. Accordingly, I propose:

***H1**: There is a significant positive relationship between HR practices and job satisfaction.*

2.3 HR practices and POS

Lee and Chui (2019) argued that adopting an interactive and a fair approach to HR practices is crucial in managing the perceptions of employee support and workplace fairness. Effective HR practices foster a perception of organizational support among employees. Previous studies showed a significant and positive relationship between HR practices and POS. Narang and Singh (2012) discussed seven dimensions of HR practices; selection and placement, training and development, performance awards, compensation management, career development, supervisor support, and work-life balance. The results of their study supported the positive relationship between HR practices and POS. Previous research by Topuz and Çaglayan (2019), Mayes et. al., (2016), Pohl et. al. (2017), Alfes et. al. (2013) also concluded that employees who have a positive perception of HR practices believed that they had stronger support from the organization. HR practices had a positive effect on POS, although the relationship between both variables had not been widely investigated.

Anshuja and Sodhi (2015) conducted a study in India and found a significant positive relationship between the two variables. Employees who perceived that organization practices, effective HR management, tended to have an increased level of work-life balance. Conway and Monks (2008) found that good staffing selection had a significant

impact on POS. A study from India supports the relationship model between HR practice and POS (Singh et. al., 2015). Based on the above, this study hypothesizes:

H2: *There is a significant positive relationship between HR practices and POS.*

2.4 POS and job satisfaction

According to Eisenberger, Huntingdon, Hutchinson and Sowa (2018), individuals tend to form global beliefs concerning the extent to which the organization values their contributions and care about their well-being. These beliefs that are exchanges between an employee and the employing organization are called POS. High levels of POS create feelings of obligation to the employers as well as makes them feel they have to return the employers' commitment by engaging in behaviors that support organizational goals. From the social exchange perspective, research has revealed that POS is positively related to job attendance and measures of job performance (Eisenberger et al., 2018).

It is argued that employees who perceive a high level of support from the organization are more likely to feel an obligation to repay the organization in terms of affective commitment (Eisenberger et al., 1986; Shore & Wayne, 2013). According to a study by Eisenberger, Fasolo and Davis LaMastro (2010), employees who felt supported by their organization and cared about the organization engaged in activities that helped to further the organization's goals. In a longitudinal study conducted by Armstrong-Stassen (2018), it was observed that managers who enjoy high levels of POS reported elevated levels of job satisfaction as compared to managers who supposed to enjoy

lower organizational support. The potential description of this outcome is that POS can enrich individuals' trust and beliefs that their employer identifies and recompense their struggles to accomplish superior performance (Rhoades & Eisenberger, 2012)

Previous research evidence suggests that POS highly contributes to the job satisfaction of employees (Paille & Boiral, 2013). In addition to that, Ahmad et al. (2023) stated that there is a positive relationship exists between the POS and job satisfaction. Moreover, POS has been hypothesized to influence employees' general affective reactions to their job, including job satisfaction and positive mood (Witt, 2019). Other researchers have supported this and shown that POS is positively associated with levels of job satisfaction, high level of POS resulted higher level of job satisfaction (Burke & Greenglass, 2001; Burke, 2003; Stamper & Johlke, 2003; Armstrong-Stassen, Cameron & Horsburgh, 1996). Therefore, this study proposes:

H3: *There is a significant positive relationship between POS and job satisfaction.*

2.5 Mediating role of POS on the relationship between HR practices and job satisfaction

POS refers to employees' general perceptions of how much the organization values their efforts and concerns about their well-being (Barrick et al., 2002). POS represents a person's view of an organization's "commitment" to him or her (Alkadash, 2020; Johlke et al., 2002; Settoon et al., 1996). Organizational support is crucial in sustaining a favorable connection between top management and subordinates, and organizations that provide assistance such as comprehensive people development may

be perceived as providing stronger incentives to their employees. Prior research has demonstrated that POS leads to positive attitudinal and behavioral outcomes, including affective commitment, job satisfaction and engagement (Gavino et al., 2021; Rhoades & Eisenberger, 2002).

When employees perceive that the organization provides them support and care for their well-being, it would, in turn, increase the job satisfaction. Further, the organization's contribution to enhancing the quality of the work relationship influences employees' belief to care for the organization's objectives and well-being (Eisenberger et al., 2020). Following this tenet, an organization's HR practices can signal to employees that their organization's environment is supportive, which affects employees' perceptions of their organizational support and improves their job satisfaction (Gavino et al., 2012). Moreover, such HR practices can be instrumental in shaping a quality relationship between employees and the organization (Ekmekcioglu & Nabawanuka, 2023).

It is expected that when employees view that their organization is supportive, value their contributions and care for their well-being (higher perceptions of POS), which is demonstrated by the organizations through their discretionary HR investment in employees (Gavino et al., 2012), in turn, they will be happier (feeling happy about job, characteristics of the job and the organization) (SalasVallina & Fernandez, 2017). This resonates with Bailey et al. (2019), who opined that individual's perceptions of organizational support are related to various employee and organizational outcomes including job satisfaction, engagement and affective commitment. Along a similarly

path, Cropanzano et al. (2017) argued that POS can be enhanced through HR practices that focus on empowering employees (Gavino et al., 2012). When employees are empowered, they experience work motivation, which leads to their happiness and job satisfaction (Luu, 2020).

More studies have linked HR practices with POS (Matarid et al., 2018). In line with this, a study by Allen et al. (2003) established that POS affects employee commitment by interacting with human resource management. Career growth possibilities are positively associated with POS (Allen et al., 2003; Lew, 2009). Employees acquire a strong feeling of dedication and devotion to the organization that support them (Judge & Ilies, 2002).

Consistent with SET, it is anticipated that when employees receive favourable HR practices such as fair compensation, training and development opportunities, recognition, and work-life balance, these practices in turn lead to POS, which in turn leads to favourable perception of job satisfaction (Eyamu, 2019). Thus, POS may also act as a mechanism through which HR practices influence job satisfaction. Hence, I predict:

H4: *POS mediates the positive relationship between HR practices and job satisfaction.*

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter discusses the research design, study population, sample size selection, sampling techniques, data collection methods and instruments, data quality assurance, data analysis, ethical considerations, and study limitations.

3.1 Research Design

Creswell (2009) defines a research design as a sketch used to answer the questions of when, where and how data is collected and analysed. The study used a descriptive case study research design, which involves a thorough and comprehensive analysis of one or more entities (Oso & Onen, 2008). A case study design was used since it is a very effective method of analysis that entails thorough and in-depth observation of a single unit and is used to generalize other units (Creswell, 2014).

3.2 Research Approach

The study used both quantitative and qualitative approaches. A quantitative research approach is an approach that allows for collection of numerical data and its conversion into numerical models, which are then analyzed and adjusted to arrive at conclusions about a specific data set (Creswell, 2014). The quantitative approach was used to help the researcher in generating numerical data for statistical results. The choice of quantitative approach was justified by the fact that it was more reliable and objective, and allowed statistical analysis of the data collected (Creswell, 2014). On the other hand, a qualitative approach was utilized to allow the researcher to acquire

qualitative data that could not be collected using a quantitative approach. The use of two approaches helped in overcoming inefficiencies of employing a single approach. This is because the combination provided a better understanding of the research problem and complex phenomena than either approach alone as put by (Creswell, 2009).

3.3 Study Population

Population is defined by Sunders (2011) as the entire set of case or group participants. The study targeted accessible population of 140 staff from the medical department, finance and administration, human resource, and support staff at Mukono Government Hospital. This population was targeted because it was knowledgeable and had adequate understanding of the variables under study.

3.4 Sample Size Determination

Oso and Onen (2008) define a sample as part of the target population selected to represent it. The sample size of 103 was selected using Krejcie and Morgan's sample size determination table that suggests a sample size given a study population.

Table 3.1: Sample size distribution

Category	Population	Sample size	Sampling Technique
Finance and administration	8	6	Purposive Sampling
Human Resource	2	2	Purposive Sampling
Heads of departments and section heads	15	10	Purposive Sampling
Health workers	80	56	Simple random sampling
Social workers	20	19	Simple random sampling
Support staff	15	10	Simple random sampling
Total	**140**	**103**	

Source: Researcher 2024

3.5 Sample Technique

The study used simple random sampling purposive sampling techniques

3.5.1 Simple Random Sampling

Sampling is the process of choosing a sufficient number of research units from a predetermined population (Phrasisombath, 2009). Simple random sampling was used to health workers, social workers and support staff to take part in the study. Simple random sampling involves selecting respondents from the population listing by chance (Amin, 2005). This technique was used because it allows everyone an equal chance of being selected to take part in the study, thus, it reduces biasness (Mugenda & Mugenda, 2009).

3.5.2 Purposive Sampling

Purposive sampling involves identifying and selecting individuals or groups that are knowledgeable about or experienced in the matter of interest (Cresswell & Plano, 2011). Purposive sampling was used to select respondents finance and administration, human resource department and heads of departments. Purposive sampling was used because it allows the researcher to deal with respondents who have reliable, important, and needed information, which makes it cost-effective and fast (Sekaran, 2003).

3.6 Data Types and Sources

Data was obtained from both primary and secondary sources

3.6.1 Primary Data Source

This is a data source from which data is obtained for the first (Persaud, 2010). Primary data included data from respondents in the field and was collected using interviews and questionnaires. Primary data was used because it enables the researcher to communicate directly with the information source and obtain data that is original and has not been altered to support particular hypotheses (Amin, 2003).

3.6.2 Secondary Data

A secondary source is one that offers information or data that is not entirely original (Galvan, 2013). A systematic literature review, which entails doing a thorough search for all pertinent publications on a topic matter, was conducted in order to acquire secondary data (Chen, 2017). Thereafter, Secondary data was obtained through review already existing literature on the subject under study. Secondary data source was used because it is very flexible and the best to use where a network of data archives in which survey data files are collected and distributed is readily available.

3.7 Data collection Methods

The study used surveys and interviews as data collection methods.

3.7.1 Survey Method

This is a method of data collection that involves the use of a questionnaire containing questions designed by the researcher which the respondents answer (Bell, 2010). This

method was used to collect data from health workers, social workers and support staff that took part in the study. Survey method was used because it facilitates collection of relevant information from the operations staff respondents as they are given time to think before giving their opinion (Sekaran, 2005).

3.7.2 Interview Method

An interview method was used to collect data from the finance and administration, human resource and heads of department at Mukono Government Hospital. This involved the use of faces to face interviews with the respondents. Interview method was used because it enables the researcher to gather in-depth information around the topic to meet specific needs (Amin, 2005). The data collected through this method helped the researcher in clarifying data collected by the structured questionnaires since it involved a face-to-face interface and it also provides a whole range of views.

3.8 Data collection instruments

The researcher employed the use of self-administered questionnaires (SAQ) and interviews as data collection instruments

3.8.1 Self – administered Questionnaire

The study used a semi-structured questionnaire containing both closed questions related to the study objectives for primary data and was distributed to the respondents and then collected after, so as to get genuine information. The items in the questionnaire were anchored on a 5-point Likert scale ranging from 5 for strongly agree to 1 for strongly disagree. The questionnaire was used to capture data from the

health workers, social workers and support staff at Mukono Government Hospital. The questionnaire was chosen because it has the advantage of eliciting a lot of information within a short time, providing relevant information and being a less costly method.

3.8.2 Interview Guide

An interview guide is a collection of questions that the researcher asks during the interview (McNamara, 2009). Through interview guide, the researcher asked questions orally and simultaneously record the respondent's answers. This data collection instrument was preferred because it generally decreases the number of the respondents that do not know the answers compared to self-administered surveys. Structured interview guide was developed to aid in obtaining data through seeking clarity on the structured questions in the questionnaires. This instrument was used to collect data from key informants who were from the finance and administration, human resource and heads of department at Mukono Government Hospital.

3.9 Validity and Reliability of Instruments

In order to ensure that quality data is collected, steps were taken for validity and reliability of the research instruments.

3.9.1 Validity of the Research Instruments

Validity refers to the appropriateness of the instrument in collecting the data that is supposed to be collected (Amin 2005). To ensure validity, the research instruments were examined by two research experts including the supervisor of the study to judge

the relevance and appropriateness of content in order to achieve the overall objectives of the study. Content Validity Index (C.V.I) was determined by dividing the number of items rated right by the total number of items on the instrument. Findings are indicated in table 3.2.

Table 3.2: Results of the Validity Test

Variable	CVI	Number of items
HR practices	0.89	9
POS	1.00	8
Job Satisfaction	0.80	10
Overall CVI	**0.897**	**27**

Source: *Survey Data (2024)*

Results from table 3.2 indicate a content validity index of 0.897, which was above the acceptable threshold of 0.70 for social sciences, suggesting that the instrument was valid for the study as suggested by Oso and Onen (2008).

3.9.2 Reliability of the Research Instruments

To ensure reliability, the tools were administered to another sample of 10 respondents from a different department at Mukono Government Hospital, that were not involved in the final study, to determine the constancy of the results. The researcher then used Cronbach's Coefficient Alpha to compute the consistency of tools, and the results were computed using Software Package for Social Sciences (SPSS) version 25. Results are indicated in table 3.3.

Table 3.3: Results of the Reliability Test

Variable	Cronbach's Alpha	Number of items
HR practices	.792	9
POS	.747	8
Job Satisfaction	.711	10

Source: *Survey Data (2024)*

The results in the table 3.3 indicate Cronbach's Alpha values above 0.7 for all variables, which show that the instruments were reliable as revealed by Oso and Onen (2008) that a Cronbach's Alpha value that is ≥ 0.7 is rendered reliable for the study.

3.10 Procedure for data collection

After completing the research proposal, the researcher obtained an introductory letter from the Uganda Christian University. The letter was presented to the management of Mukono Government Hospital, seeking for a permission to carry out research. This was done by the researcher presenting herself to the management and clearly explaining the objectives of the study. After receiving permission from the management, the researcher started the process of data collection. The researcher contacted all the members who were available, informed them of the study and distributed questionnaires to them. Respondents were requested to fill the questionnaire immediately they received them and return completed questionnaire to the researcher. The researcher later collected the completed questionnaires and started the process of data analysis. Interviews were also consequently conducted from the respondents' places of work.

3.11 Data Analysis

Data was analysed both qualitatively and quantitatively

3.11.1 Quantitative Data Analysis

Descriptive statistics namely frequency counts and percentages were used to analyze the respondents' demographic characteristics and the mean and standard deviation were used to analyze the respondents' opinions on the study variables. Descriptive statistics were used because they allow the researcher to quantify and describe basic characteristic of a data set.

For inferential statistics, the Pearson correlation coefficient and regression analysis were used to establish the relationship between the study variables and the effect of each of the independent variables on the dependent variable respectively. A Hierarchical regression analysis was done to establish the effect of HR practices on job satisfaction while Baron and Kenny's (1996) 4 step mediation was used to assess the mediating role of POS on the relationship between HR practices and job satisfaction. The statistical package which was used for analysis of data in this study is the SPSS version 25.

3.11.2 Qualitative Data Analysis

The qualitative data was analyzed using content analysis technique. While using content analysis, recurrent themes that emerged in relation to each guiding question from the interviews were presented in the results. Content analysis was used because it is the best method of analyzing the open-ended questions because of its flexibility and objectivity (Mugenda & Mugenda, 2003).

3.12 Research Ethical Considerations

Privacy and confidentiality of respondents was observed. This was done by ensuring that details of all participants in the study remain anonymous and the study focuses on remaining sensitive to human dignity and job-related issues.

The researcher ensured that the work is free of plagiarism. This was done by ensuring that due acknowledgement is made where other people's opinions were used. In addition, correct citations were used in the study.

Permission was sought from respondents to involve them in the process of data collection. This was done by the researcher seeking permission from the management of Mukono Government Hospital, by making the required introduction of herself and allowing the respondents to choose to be a part of the study or not. The researcher informed the respondents of the study's goal and emphasized that participation is completely voluntary and that they were free to leave the study whenever they wished at any time.

3.13 Limitations of the study

The study used self-reported data from employee surveys that tend to be subject to social desirability bias, where respondents provide answers they believe are socially acceptable rather than truthful. To mitigate this, the researcher assured participants of anonymity and confidentiality to encourage honest responses. Additionally, the study used both questionnaires and interviews as data collection methods for triangulation purposes.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents analysis of data in relation to the following specific objectives of the study: (a) to establish the relationship between HR practices and job satisfaction among hospital staff; (b) to examine the relationship between HR practices and POS among hospital staff; (c) to assess the relationship between POS and job satisfaction among hospital staff; and (d) to assess the mediating effect of POS on the relationship between HR Practices and job satisfaction among hospital staff. The chapter begins by providing an overview of the respondent profile, including response rate and demographic characteristics. This is followed by a presentation of the descriptive statistics for the independent study variables. The chapter concludes with an examination of the correlations and regression analyses among the study variables.

4.1 Analysis of Response Rate

The researcher sought to assess the response rate of the respondents that participated in the study. 85 questionnaires were distributed to the respondents and 18 interviews were expected to be conducted, out of which 9 were successfully conducted. Out of the 85 questionnaires distributed to the respondents, 81 questionnaires were returned fully completed. The total response rate of 87.4% was obtained. This response rate was excellent and representative of the study population

because according to Mugenda and Mugenda (2003), a response rate of 70% and over is excellent.

4.2 Demographic Characteristics of the Respondents

This section presents the distribution of respondents with different socio-demographic characteristics such as gender, age, level of education and time spent working. The results are summarized in the table 4.1.

Table 4.1: Demographic characteristics of respondents

Characteristics	Category	Frequency	Percentage
Gender	Male	45	55.6
	Female	36	44.4
	Total	**81**	**100.0**
Age category of the Respondents	20-29 years	20	24.7
	30-39 years	46	56.8
	40-49 years	11	13.6
	50 years and above	4	4.9
	Total	**81**	**100.0**
Education level	Certificate	9	11.1
	Diploma	28	34.6
	Bachelors	40	49.4
	Master's degree	4	4.9
	Total	**81**	**100.0**
Time spent working at the hospital	Less than 1 year	7	8.6
	1 - 3 years	32	39.5
	4 - 6 years	22	27.2
	7 - 9 years	15	18.5
	10 years and above	5	6.2
	Total	**81**	**100.0**

Source: Field Data (2024)

Findings from table 4.1, indicate that majority of the respondents 55.6% were males and 44.4% were females, implying that more males were involved in the study than

females. It can also imply that the organization employees more males that females. Regarding age of the respondents, 56.8% were of the age bracket 30 – 39, followed by 24.7% who were of the age bracket 20 – 29, 13.6% were between 40 – 49 and 4.9% were 50 years and above.

Findings indicate that majority of the respondents 49.4% had a bachelor's degree as their highest level of education, 34.6% had a diploma, 11.1% had a certificate, and 4.9% had a master's degree. The results show that majority of respondents had Bachelor degree, implying that respondents were in position to understand the questions that were asked to them and respond accordingly.

Regarding the time respondents had spent working at Mukono Government Hospital, majority of the respondents 39.5% had been working at the hospital for a period between 1 – 3 years, followed by 27.2% who had spent 4 – 6 years, 18.5% had spent a period between 7 – 9 years, 6.2% had spent 10 years and above, and those who had spent less than 1 years were 8.6%. The results show that majority of respondents had spent above one years which implied that respondents had experiences thus, they were able to give relevant answers for the study.

4.3 Descriptive Statistics of the Study Variables

In this section, descriptive data was analyzed using mean and standard deviation. The Mean shows the incidence of a response and the Standard Deviation shows the extent to which scores deviate from the Mean. The standard deviation (SD) shows the variability among the responses. The standard deviation (SD<1 is interpreted to mean

low deviation and SD>1 is interpreted to mean high deviation). The mean is interpreted using the scale in table 4.2.

Table 4.2: Scale for interpreting Mean

Legend	Interpretation
4.21-5.00	very high
3.41-4.20	high
2.61-3.40	moderate
1.81-2.60	low
1.00-1.80	very low

Source: ***Dawes (2008)***

4.3.1 HR Practices

Results on the effect on HR practices at Mukono Government Hospital are presented in table 4.3.

Table 4.3: Descriptive statistics for HR practices

Statement	N	Mean	Std. Deviation
I am provided with sufficient opportunities for training and development.	81	3.35	1.324
The facility keeps me informed about business issues and how well it is going.	81	3.31	1.179
There is a clear status difference between management and staff in this organization.	81	3.79	1.115
Teamwork is strongly encouraged in our department.	81	4.04	1.006
A rigorous selection process is used to select recruits.	81	3.49	.937
Management involves people when they make decisions that affect them.	81	3.49	1.085
I feel my job is secure	81	3.40	1.169
I feel fairly rewarded for the amount of effort I put in my job	81	3.44	1.235
My immediate boss/supervisor supports me in getting my job done	81	3.91	.990
Average mean and standard deviation		**3.58**	**1.116**

Source: *Field Data (2024)*

From table 4.3, several statements were presented to the respondents to get their opinions on HR practices at Mukono Government Hospital. Majority of the respondents agreed to the statements that there is a clear status difference between management and staff in this organization (M = 3.79, SD = 1.115). This implied that there is clear status difference that defines roles and responsibilities in the organization. However, the high standard deviation of 1.115 indicate that responses from the respondents were widely spread out from the mean, indicating lack of consensus among the respondents regarding status difference between management and the staff at Mukono Government Hospital.

The statement that "teamwork is strongly encouraged in our department" was largely responded to in agreement (M = 4.04, SD = 1.006). This implied that teamwork is being encouraged and practiced at the hospital. Likewise, majority of the respondents agreed to the statement that: my immediate boss/supervisor supports me in getting my job done (M = 3.91, SD = 0.990). This was an indication that respondents believe that they receive support from their supervisors to help them accomplish their tasks. It also implied that the organization values teamwork. This was extended by a key informant who said that:

> *"….. teamwork is highly encouraged and practices in this hospital where our staff work as team and share. We believe that through working as a team, our staff can be able to offer good health services to our clients."*

Another key informant when asked about team work, had this to say:

"..... team work is important here. There are for example' operations that cannot be executed by one individual such as surgeries. All these require working as a team to be able to properly execute such operations."

The statement that: I am provided with sufficient opportunities for training and development, was moderately responded to by the respondents (M = 3.35, SD = 1.324). Similarly, there was a moderate response from the respondents to the statements that: the facility keeps me informed about business issues and how well it is going (M = 3.31, SD = 1.179); and that I feel my job is secure (M = 3.40, SD = 1.169). This implied that majority of the respondents were undecided as to whether they are provided with sufficient opportunities for training, are kept informed about business operations and to whether they fell that their job is security. Findings from key informants revealed that there are training opportunities for staff working with the hospital. One of the key informants opined that:

"……our staff receive trainings for example, induction/initial trainings, where the newly recruited staff, undertake on the job training. We also conduct refresher trainings to keep our staff up – to – date for example with the latest procedures in the hospital"

Respondents were asked whether there is a rigorous selection process used to select recruits. A big number of the respondents agreed to this statement as demonstrated by a high mean score (M = 3.49, SD = 0.9370. Similarly, respondents agreed that management involves people when they make decisions that affect them (M = 3.49,

SD = 1.085). Involving staff in decisions that affect them is very key as they feel valued by the organization, thus, increasing their job satisfaction.

Respondents were of the view that they feel fairly rewarded for the amount of effort they put in doing their job, as expressed by majority of the respondents who agreed (M = 3.44, SD = 1.235). This implied that staff believe that they receive fair compensation in return to the work they do, which motivates them and improves their satisfaction.

The overall average mean score of 3.58 was high, indicating that on average, respondents agree that there are HR practices at Mukono Government Hospital. However, the high standard deviation of 1.116 suggests that responses from the respondents were widely spread out from the mean, indicating lack of consensus among the respondents regarding HR practices at Mukono Government Hospital.

4.3.2 Perceived Organizational Support

Results on POS at Mukono Government Hospital are presented in table 4.4.

Table 4.4: Descriptive statistics for POS

Statement	N	Mean	Std. Deviation
My organization considers my goals and values.	81	3.46	1.228
The organization cares about my well-being.	81	3.47	1.073
My organization shows little concern for me	81	3.16	1.123
My organization would forgive an honest mistake on my part.	81	3.73	1.096
My organization cares about my opinion.	81	3.59	1.222
If given the opportunity, my organization would take	81	3.57	1.150

advantage of me			
Help is available from my organization when I have a problem.	81	3.95	.669
My organization is willing to help me when I need a special favor.	81	3.70	.858
Average mean and standard deviation		**3.57**	**1.052**

Source: *Field Data (2024)*

From table 4.4, several statements were presented to the respondents to get their opinions on POS at Mukono Government Hospital. Majority of the respondents agreed to the statements that: my organization considers my goals and values (M = 3.46, SD = 1.228); the organization cares about my well-being (M = 3.47, SD = 1.073); my organization would forgive an honest mistake on my part (M = 3.73, SD = 1.096); and that my organization cares about my opinion (M = 3.59, SD = 1.222). This implied that respondents had a perception that the organization cares for their personal well – beings and their opinions are considered by the organization.

The statement that "If given the opportunity, my organization would take advantage of me" was largely responded in agreement by majority of the respondents (M = 3.57, SD = 1.150), This indicated that the staff at the hospital believe that the organization takes advantage of their strength in delivering organizational goals.

There was an agreement from majority of the respondents to the statements that: help is available from my organization when I have a problem (M = 3.95, SD = 0.669); and that my organization is willing to help me when I need a special favor (M = 3.70, SD = 0.858). This implied that respondents believe that there is POS by employees at Mukono Government Hospital.

The overall average mean score of 3.57 was high, indicating that on average, respondents agree that there is POS by the staff at Mukono Government Hospital. However, the high standard deviation of 1.052 suggests that responses from the respondents were widely spread out from the mean, indicating lack of consensus among the respondents regarding POS by the staff at Mukono Government Hospital.

4.3.3 Job Satisfaction

Results on job satisfaction at Mukono Government Hospital are presented in table 4.5.

Table 4.5: Descriptive statistics on Job Satisfaction

Statement	N	Mean	Std. Deviation
The organization values my contributions and cares about my well-being	81	3.64	.870
My organization provides adequate support for maintaining a healthy work-life balance.	81	3.72	.840
The organizational support influences my commitment to stay with the organization	81	3.44	.922
I feel secure at my job due to the support provided by the organization.	81	3.70	.843
The organizational support affects my motivation to perform well at your job	81	3.63	.828
My supervisor values my contributions and cares about my well-being	81	3.80	.765
My organization recognizes and appreciates me for the hard work and achievements	81	3.73	.775
My organization provides the necessary resources and support to do my job effectively	81	3.88	.857
My organization treats me fairly at the job	81	3.89	.707
My organization is supportive in providing training and development opportunities	81	4.17	.628
The organization values my contributions and cares about my well-being	81	3.64	.870
Average mean and standard deviation		**3.76**	**0.804**

Source: *Field Data (2024)*

From table 4.5, several statements were presented to the respondents to get their opinions on job satisfaction at Mukono Government Hospital. Majority of the respondents agreed to the statement that the organization values my contributions and cares about my well-being (M = 3.64, S = 0.870); my organization provides adequate support for maintaining a healthy work-life balance (M = 3.72, S = 0.840); and that I feel secure at my job due to the support provided by the organization (M = 3.70, SD = 0.843). This implied that the staff at Mukono Government Hospital fell their contributions are valued, receive support from the organization and fell their job is secure.

The statement that: my organization provides the necessary resources and support to do my job effectively, was majorly responded in agreement (M = 3.88, SD = 0.857). Likewise, respondents agreed to the statement that my organization is supportive in providing training and development opportunities (M = 4.17, SD = 0.628). This implied that employees believe they are given necessary resources, support and training to enable them do their work effectively.

There was agreement from majority of the respondents to the statement that the organizational support influences my commitment to stay with the organization (M = 3.44, SD = 0.922); and that the organizational support affects my motivation to perform well at your job (M = 3.63, SD = 0.828). This implied that respondents were of the view that they receive organizational support which motivates them and improves their commitment levels.

Majority of the respondents expressed agreement to the statements that: my supervisor values my contributions and cares about my well-being (M = 3.80, SD = 0.765); my organization recognizes and appreciates me for the hard work and achievements (M = 3.73, SD = 0.775); my organization treats me fairly at the job (M = 3.89, SD = 0.707); and that the organization values my contributions and cares about my well-being (M = 3.64, SD = 0.870). Majority of the respondents agreed to the statements, implying that respondents have a feeling that they are being valued, cared for and fairly treated by the organization they work for, which acts as a source of motivation and job satisfaction.

The overall average mean score of 3.76 was high, indicating that on average, respondents agree that has been an improvement in job satisfaction among the staff at Mukono Government Hospital. The low standard deviation of 0.804 suggests that responses were consistent and there were few variations in the opinion of respondents regarding job satisfaction among staff at Mukono Government Hospital.

4.4 Inferential Statistics

The following steps were followed for inferential statistics. The researcher checked for linearity, Multi-collinearity, normality of the data using the Shapiro Wilk and Kolmogorov-Smirnov, reliability and outliers. These tests were done in order to establish whether assumptions for correlation and linear regression are fulfilled thus, determining the mode of analysis to use. The results are indicated in the subsequent tables.

4.4.1 Linearity of the Data

To establish whether the data was linear, a scatter plot was drawn with a line of best fit to capture this data format. The R-square was 0.612 implying that the model explains 61.2% of the fitted data in the regression model. Therefore, Linear regression was suitable to use for this data. This is in line with Armstrong (2019), who advanced that the R2 value of 50% and above is high and suggests a better fit for the model. Results of linearity tests are shown in appendix iii.

4.4.2 Multi-collinearity

Multi-collinearity exists when there are high linear relationships between two or more explanatory variables, making it difficult to ascertain which of the explanatory variables influence the dependent variable (Alabi et al., 2020). To test for Multi-collinearity, the Variance Inflation Factor (VIF) was used. Findings indicate that the collinearity tests yielded a VIF less than 10, with the highest VIF value of 1.057, indicating no multi-collinearity as suggested by Velnampy et al. (2014). Results for multi-collinearity are shown in appendix iv.

4.4.3 Normality Test

Normality test aims at testing whether in the regression model, both the dependent and independent variables follow a normal distribution or not (Surwajeni, 2015). Test of normality was done using Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. It was established that both tests gave a significance value that was greater than 0.05, indicating that the data was normally distributed, as shown in appendix v. The normal Q-Q plot was also drawn to further establish the normality of the dat. The dots

broadly follow the trend line that is, data clusters around the trend line. This provides further evidence that the distribution was normally distributed.

4.4.4 Test for Outliers

The study tested for outliers and revealed that the mean and medium of all the variables fell within the maximum and minimum values indicating that variables are good measures of central tendency and that there are no outliers. Additionally, the difference between the 5% trim mean and mean values for all variables is very small indicating that there is no possibility of the of correlation and regression analysis being affected. See appendix vi.

4.4.5 Test for Validity and Reliability

The reliability of the instrument was measured using Cronbach's alpha coefficient taking only variables with an alpha coefficient value more than 0.70 accepted for social research (Cronbach, 1970) derived from SPSS. The validity and reliability results are indicated in table 4.6. Results from table 4.6 indicate a content validity index and Cronbach's alpha coefficients above the acceptable threshold of 0.70 for social sciences suggesting that the instrument was valid and reliable as suggested by Amin (2005).

Table 4.6: Validity and Reliability Test Results

Variable	Content Validity Index	Cronbach's Alpha	Number of items
HR practices	0.78	.806	9
POS	0.88	.741	8
Job Satisfaction	0.8	.776	10

4.4.6 Correlation results

Correlation matrix indicates the relationship between the study variables and how one variable is related to another. In this study the aim was to establish whether there is linear relation between the variables. The relationship is significant with a significance value less than the alpha α = 0.05. If the coefficient value is 0, means no correlation, when the value lies below +or-0.29, it is a weak correlation, between +or-0.30 and +or-0.49, its moderate relationship, between +or-0.50 and +or-1, the relationship is strong. The relationship is perfect at r = -1 or +1 implying that a change in one variable is associated with a perfectly consistent change in the other (Alwadaei, 2010). The findings are summarised in the correlation matrix in table 4.7.

Table 4.7: Correlation Matrix showing relationship among the study variables

	1	2	3
1. HR practices	1		
2. POS	.232*	1	
3. Job Satisfaction	.501**	.701**	1

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.7 indicates that there is: a significant positive relationship between HR practices and job satisfaction (r = 0.501, p < 0.01); a significant positive relationship between HR practices and POS (r = 0.232, p < 0.05); and a significant positive relationship between POS and job satisfaction (r = 0.701, p < 0.01). These findings are in line with the hypotheses. Therefore, the researcher proceeded to test the hypotheses.

4.4.7 Hierarchical Regression Analysis

Regression analysis was undertaken to test the hypothesized relationships. Results are indicated in table 4.8.

Table 4.8: Hierarchical regression analysis for the relationship between HR practices and Job Satisfaction

	Job Satisfaction		
Variables	**Model 1**	**Model 2**	**Model 3**
Sex	-.177	-.144	-.013
Age Category	-.305**	-.188	.051
Education level	.264*	.181	-.034
Work experience	.159	.107	.046
HR Practices		.399***	.365***
POS			.637***
F	4.592**	7.549***	19.846***
R^2 (Adj. R^2)	0.195(0.152) **	0.335(0.290) ***	0.617(0.586) ***

Notes. ***, p ≤ 0.001.; **p < 0.01; *p <0.05; Model 1 = demographic variables (Gender, Age, Education and Duration at work); Model 2 = HR practices; Model 3 = POS.

Results of the hierarchical regression analyses presented in table 4.8 indicate that the demographic variables (sex, age category, education level, and duration at work) were controlled for in the model 1 of the analysis. Results indicated that these demographic variables explained 15.2% of the variance in job satisfaction (Adj-R^2 = 0.152, F = 4.592, p < 0.01).

The HR practices variable was entered in the second step (model 2) and was found to significantly increase the model's explanatory power for job satisfaction (***Β*** *= 0.399, p < .001)*. Thus, the researcher accepted the hypothesis that stated that HR practices have a significant positive effect on job satisfaction.

In the model 3 of the analyses, POS was entered in the model and found to significantly increase the model's explanatory power for job satisfaction (***Β*** *= 0.637, p < .001)*. This implied that POS significantly affects job satisfaction, where a unit

increase in POS is associated with an increase in job satisfaction at Mukono Government Hospital, keeping other factors constant. Thus the researcher accepted the hypothesis that stated that POS has a significant positive effect on job satisfaction among hospital staff.

Table 4.9: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.040	4	1.260	4.592	.002[b]
	Residual	20.853	76	.274		
	Total	25.894	80			
2	Regression	8.669	5	1.734	7.549	.000[c]
	Residual	17.225	75	.230		
	Total	25.894	80			
3	Regression	15.970	6	2.662	19.846	.000[d]
	Residual	9.924	74	.134		
	Total	25.894	80			

a. Dependent Variable: Job Satisfaction
b. Predictors: (Constant), Work experience, Education level, Sex, Age Category
c. Predictors: (Constant), Work experience, Education level, Sex, Age Category, HR practices
d. Predictors: (Constant), Work experience, Education level, Sex, Age Category, HR practices, POS

From the ANOVA values in table 4.9, the significant values were not different from zero since they were less than 0.05 indicating that the model was significant in predicting the effect of HR practices on job satisfaction, with POS as a mediating variable.

4.4.8 Mediations Analysis

The mediating effect of the composite variable of POS on the relationship between HR practices and job satisfaction was tested, following the four-step approach proposed by Baron and Kenny (1986) as:

i. The independent variable is significantly correlated with the dependent variable.

ii. The independent variable is significantly correlated with the mediating variable.

iii. The mediating variable is independently and significantly correlated with the dependent variable.

iv. The independent variable drops in strength and/or significance when both the mediator and the independent variable are entered into the regression equation.

Results of the mediating effect of POS on the relationship between HR practices and job satisfaction are shown in the table 4.10.

Table 4.10: Mediation Results

Step	Variable	Coefficient (B)	Standard Error (SE)	p-value	Hypotheses
1	X → Y (Direct Effect)	.501	.49539	0.000	H1 confirmed
2	X → M (X → Mediator)	.232	.73434	0.037	H2 confirmed
3	M → Y (Mediator → Outcome)	.701	.40855	0.000	H3 confirmed
4	X → Y (Direct Effect Controlling for M)	.358	.35887	0.000	H4 confirmed

In step one of the analysis, the regression of HR practices on job satisfaction without POS as the mediator was significant ($\beta = 0.501, p < .001$) - hypothesis one was confirmed. In step two of the analysis, the effect of HR practices on the mediator variable POS (mediator variable) was significant ($\beta = 0.232, p < .05$) – hypothesis two was confirmed. In step three, POS (the mediator) was also significant and uniquely related to job satisfaction ($\beta = 0.701, p < .001$) – hypothesis three was confirmed. In step four, when POS was included in the mediation model, the effect of HR practices

on job satisfaction, dropped in magnitude *(β = 0.358, p > .001)*, showing support for partial mediation. This implied that POS mediates the relationship between HR practices and job satisfaction.

CHAPTER FIVE

SUMMARY AND DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary and discussion of study findings, draws conclusions and recommendations in accordance with the study objectives and suggests areas for further research.

5.1 Summary of Findings

This study examined the relationship between HR Practices and job satisfaction in government hospitals, being mediated by POS. Specifically, the study examined the relationship between: HR practices and job satisfaction; HR practices and POS; POS and job satisfaction; and to assessed the mediating effect of POS on the relationship between HR Practices and job satisfaction among hospital staff. The study found a significant positive relationship between: HR practices and job satisfaction ($r = 0.501$, $p < 0.01$); HR practices and POS ($r = 0.232$, $p < 0.05$); and POS and job satisfaction ($r = 0.701$, $p < 0.01$). Regression results show that HR practices ($\beta = 0.399$, $p < .001$) and POS ($\beta = 0.637$, $p < 0.001$) positively influence job satisfaction and jointly account for 58.6% of the variations in job satisfaction (Adj $R^2 = 0.586$). HR practices were further found to positively influence POS ($\beta = 0.232$, $p < .05$). Findings also indicate that POS mediates the relationship between HR practices and job satisfaction *($\beta = 0.358$, $p > .001$)*.

5.2 Discussion of Findings

5.2.1 HR practices and job satisfaction

The study established a statistically significant positive relationship between HR practices and job satisfaction. This meant that good HR practices significantly improves job satisfaction at Mukono Government Hospital. Findings from the regression model also indicated that HR practices significantly contribute to job satisfaction, implying that holding other factors constant, improving HR practices significantly affects job satisfaction among staff at Mukono Government Hospital. This agrees with Mohammad et al. (2017), who identified the direct relationship of HR practices and job satisfaction. The findings further agree with Huselid, Jackson and Schuler (2016), who revealed that HR practices had a positive effect on employee engagement, satisfaction and job performance. This can be attributed to the fact that HR practices such as fair compensation, performance appraisal, training and development motivate employees by making them feel invested in their work and can lead to increased engagement, job satisfaction and productivity. Whether it is through recognition, incentives, or opportunities for growth, companies can engage their employees, increase their job satisfaction levels thus, benefit greatly from a motivated and engaged workforce. This is because, highly motivated employees are often more productive and better performers than their unmotivated colleagues. Perception regarding HR practices is ongoing process from employee, which starts from the time they join the organization. If they continuously experience fair treatment they certainly develop stronger engagement and in the process, they can

develop other positive perception regarding organizational support and job satisfaction

Findings indicate that respondents were of the view that they receive support from their supervisors to help them accomplish their tasks. The staff believe that they receive fair compensation in return to the work they do. Fair compensation motivates staff and improves their satisfaction levels in the organization. One key factor that can help boost employee satisfaction is fair compensation because people feel that their time and expertise is valued. When employees feel that they're being paid fairly, they feel happier in their job. This agrees with the works of Yaseen (2013), who showed that compensation factors such as pay, recognition, promotion and meaningful work had effect on job satisfaction

5.2.2 HR practices and POS

The relationship between HR practices and POS among the hospital staff was significant and positive. This meant that POS can be improved by better HR practices. This agrees with previous studies that found a significant and positive relationship between HR practices and POS (Lee & Chui, 2019; Anshuja & Sodhi, 2015; Singh et al., 2015). It can be argued that HR practices may influence the perception employees have of the support that is available to them from the organization, and the organization's commitment to their employees. For instance, the perceptions of supportive human resources practice such participation in decision making, fairness of rewards, and growth opportunities contribute to the development of POS. For instance, providing proper rewards for extra employee effort can help employees feel

supported in the workplace. If you give compensation, like a bonus, to an employee for exceeding performance expectations, that employee feels supported and is more likely to repeat that process in the future. This is supported by Armstrong and Taylor (2014), who opined that good HR practices such as employee resourcing, learning and development, performance and reward and the provision of services that enhance the well-being of employees can influence the perception of employees regarding the support provided by their organization.

Findings reveal that respondents had a perception that the organization cares for their personal well – being and their opinions are considered by the organization. This motivates employees improves their commitment and job satisfaction. Employees are likely to develop positive perception of the organizational support where there are good HR practices such as providing training, empowerment, and attractive rewards whilst valuing their contributions and caring about their well-being. The resonate with Alfes et al. (2013), who argued that employees who have a positive perception of HR practices believed that they have stronger support from the organization. This agrees with Eisenberger, Fasolo and Davis (2010), who argued that employees who feel supported by their organization and cared about by the organization often engage in activities that help to further the organization's goals.

5.2.3 POS and job satisfaction

The study found a significant positive relationship between POS and job satisfaction. Moreover, regression results indicated that POS is a significant predicator of job satisfaction. This mean that a unit increase in POS is associated with an increase in

job satisfaction at Mukono Government Hospital, keeping other factors constant. The findings agree with previous studies that showed that POS was positively associated with levels of job satisfaction, where high level of POS resulted higher level of job satisfaction (Burke & Greenglass, 2001; Burke, 2003; Stamper & Johlke, 2003; Armstrong-Stassen, Cameron & Horsburgh, 1996). This can be true because HR practices such as offering opportunities for employees to grow can help them feel supported and invested in, which acts as a motivator factor and drives job satisfaction of the employees. For instance, when employees are provided with incentives for all their supplemental work, like extra assignments, feedback and surveys, this can help them understand how much the organization values their time and input, thus, increasing their satisfaction levels. This agrees with Shore and Wayne (2013), who, from a social exchange perspective, argued that employees who perceived a high level of support from the organization were more satisfied with their job and likely to feel an obligation to repay the organization in terms of affective commitment.

5.2.4 Mediating effect of POS on the relationship between HR Practices and job satisfaction

The study found partial support of the mediation effect of POS on the relationship between HR practices and job satisfaction in the model. This meant that POS mediates the relationship between HR practices and job satisfaction at Mukono Government Hospital. This agrees with earlier scholars Allen et al. (2003) and Raju (2021), who discovered that POS mediated the relationship between HR practices and job satisfaction and argued that employees who perceived a high level of

organizational support felt ethically bound to respond to the favor and encouraged to contribute to the company's objectives. Employees' happiness and job satisfaction is likely to be high once they have a positive perception of the organization's support to them. This aligns with Gavino et al. (2012), who argued that it is expected that when employees will be happier and satisfied at their job, when they view that their organization is supportive, value their contributions and care for their well-being (higher perceptions of POS), through organization's HR investment in employees.

5.3 Conclusions

Based on the study findings, the following conclusions were made;

5.3.1 Theoretical Implications

The findings of this study underscore the pivotal role of human resource (HR) practices and perceived organizational support (POS) in enhancing employee job satisfaction. Specifically, the study revealed that POS not only independently contributes to employee satisfaction but also mediates the relationship between HR practices and job satisfaction. This highlights the importance of aligning HR practices with employees' psychological needs and perceptions of organizational care. Organizations that implement supportive HR practices, such as equitable and competitive compensation, ongoing training and development, employee recognition programs, and a positive and inclusive work environment, are more likely to foster a strong sense of organizational support among employees. When employees perceive that the organization values their contributions and well-being, they are more inclined to respond with higher levels of job satisfaction, loyalty, and commitment.

Thus, the findings underscore POS as a critical conduit of social exchange, whereby employees internalize organizational care as a signal of relational value, prompting positive attitudinal and behavioral outcomes. This extends SET by emphasizing the role of perceived support in shaping employees' emotional and psychological engagement with the organization.

5.3.2 Managerial Implications

From a managerial standpoint, the findings imply that enhancing job satisfaction is not solely a matter of implementing HR practices, but also of ensuring that these practices are consistently perceived as supportive and fair. Managers should therefore focus on building transparent communication, employee involvement in decision-making, and consistent recognition to reinforce the perception of support. Doing so can result in a more motivated, satisfied, and productive workforce.

5.3.3 Policy Implications

From the policy perspective, Organizations should develop policy frameworks that include regular monitoring and evaluation of HR practices and employee perceptions. Employee satisfaction surveys, POS assessments, and HR audits can be institutionalized to ensure policies are producing the intended outcomes.

5.4 Recommendations

Basing on the research findings and the conclusions, the following recommendations were made:

HR practices were found significantly and positively correlated with job satisfaction. To strengthen this relationship, the study recommended that the management of Mukono Government Hospital should focus on creating HR practices such as providing better working conditions fringe benefits creating opportunities for employees' growth, as this motivates employees and improves their levels of satisfaction.

The study recommended that HR practitioners should focus on practicing good HR practices that value the well – being of employees, as this develops the positive perception of the employees regarding the organizational support being offered to them, and this motivates them, improves their satisfaction commitment with the organization.

The study established that POS mediates the relationship that exists between HR practices and job satisfaction. To strengthen this mediations relationship, the researcher recommended that Mukono Government Hospital should ensure that there are mechanisms for improving POS such as creating a supportive environment and promoting a sense of belonging among the staff, as this influences job satisfaction.

5.5 Contribution of the Study

The study confirms the social exchange theory by providing empirical evidence of the impact of HR practices on job satisfaction within a specific organizational context. The social exchange theory explains that people tend to reciprocate to the external condition they perceived. If they view their organization as providing care and good management, they will develop positive attitude which tend to shape positive work

behavior (Blau, 1964). This study's findings demonstrate that HR practices enhancing job satisfaction and that POS independently improves employee satisfaction and mediates the relationship between HR practices and job satisfaction. This validates the social exchange theory's premise that employees are more likely to reciprocate positive treatment from their organization with increased commitment and job satisfaction. By examining the specific case of Mukono Government Hospital, the study provides real-world insights into how HR practices in the health sector can drive job satisfaction.

5.6 Areas for further research

The results and limitations from this study could be used to conduct further research, enabling a more profound understanding of the HR practices, job satisfaction, and POS within the healthcare sector. Future researchers can conduct longitudinal studies that track the changes in job satisfaction over time for specific HR interventions. This will provide a better insight into the long-term effect of different HRP on job satisfaction.

This study had a geographical limitation in that it only focused on Mukono Government Hospital. Future studies should also be conducted across different hospitals in different geographical areas to get a comprehensive understanding of HR practices affect job satisfaction among the staff in hospital setting.

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APPENDICES

Appendix i: Questionnaire

Dear Respondent,

I am NABADDA CHRISTINE (Reg. No. KS21B15/026), a student at Uganda Christian University pursuing a Master of Business Administration (MBA) degree. As part of my MBA requirements, I am researching ""Human resource practices, POS, and job satisfaction: The case of Mukono government hospital", You have been selected to actively participate in this study. Your cooperation will provide data for use in this study and will be treated with utmost confidentiality and your identity given anonymity deserved.

Thank you for your valuable contribution to this research.

SECTION A: DEMOGRAPHIC INFORMATION

(Please tick the correct option)

Q1. Please indicate your gender:

1. Male
2. Female

Q2. What is your age bracket?

1. 18-29 years
2. 20-39 years
3. 40-49 years
5. 50-59 years
6. 60 years and above

Q3. What is your level of education?

1. Certificate Level
2. Diploma Level
3. Bachelors level
5. Master's Level

6. PhD level

6. Others (Specify)

Q4. For how long have you worked in this facility?

1. Less than 1 year

2. 1-3 years

3. 4-6 years

5. 7-9 years

6. 10 years and above

SECTION B: HR practices

The following statements describe your feelings towards certain HR practices regarding Government Hospitals. In this section tick the number that best indicates your level of agreement or disagreement on the statements using the Likert scale below: 5- Strongly agree, 4- Agree, 3- not sure, 2 – disagree and 1 – strongly disagree

No.	Item	1	2	3	4	5
1	I am provided with sufficient opportunities for training and development.					
2	The facility keeps me informed about business issues and how well it is going.					
3	There is a clear status difference between management and staff in this organization.					
4	Teamwork is strongly encouraged in our department.					
5	A rigorous selection process is used to select recruits.					
6	Management involves people when they make decisions that affect them.					
7	I feel my job is secure					
8	I feel fairly rewarded for the amount of effort I put in my job					
9	My immediate boss/supervisor supports me in getting my job done					

SECTION C: POS

In this section tick the number that best indicates your level of agreement or disagreement on the statements using the scale: 5- Strongly agree, 4- Agree, 3- not sure, 2 – disagree and 1 – strongly disagree

	Item	1	2	3	4	5
1	My organization considers my goals and values.					
2	The organization cares about my well-being.					
3	My organization shows little concern for me					
4	My organization would forgive an honest mistake on my part.					
5	My organization cares about my opinion.					
6	If given the opportunity, my organization would take advantage of me					
7	Help is available from my organization when I have a problem.					
8	My organization is willing to help me when I need a special favor.					

SECTION D: JOB SATISFACTION

In this section tick the number that best indicates your level of agreement or disagreement on the statements using the scale: 5- Strongly agree, 4- Agree, 3- not sure, 2 – disagree and 1 – strongly disagree

	Item	1	2	3	4	5
1	The organization values my contributions and cares about my well-being					
2	My facility provides adequate support for maintaining a healthy work-life balance.					
3	Does POS support influence your commitment to stay with the organization					
4	I feel secure at my job due to the support provided by the organization.					
5	Does POS support affect your motivation to perform well at your job					
6	My supervisor values my contributions and cares about my well-being					
7	Does your organization recognize and appreciate for the hard work and achievements					
8	My organization provides the necessary resources and support to do your job effectively					
9	My organization treats me fairly at the job					

10	My organization is supportive in providing training and development opportunities					

Appendix ii: Interview guide

Dear respondents,

Please kindly spare a few minutes of your time to respond to the following questions.

Information received from you is for academic purposes and will be kept confidential.

Section 1: Background Information

1. What is your current role?

2. How long you have worked at this hospital?

Section 2: HR practices

1. Can you describe the HR practices currently in place at your hospital?

2. How do you feel these HR practices impact your day-to-day work?

3. Have you noticed any changes in HR practices over your tenure here? If so, what are they?

Section 3: Job Satisfaction

1. On a scale of 1 to 5, how satisfied are you with your job? Please explain your rating.

2. What aspects of your job do you find most satisfying?

3. What aspects of your job do you find least satisfying?

4. Can you provide examples of any support or resources that have significantly impacted your job satisfaction?

Section 4: POS

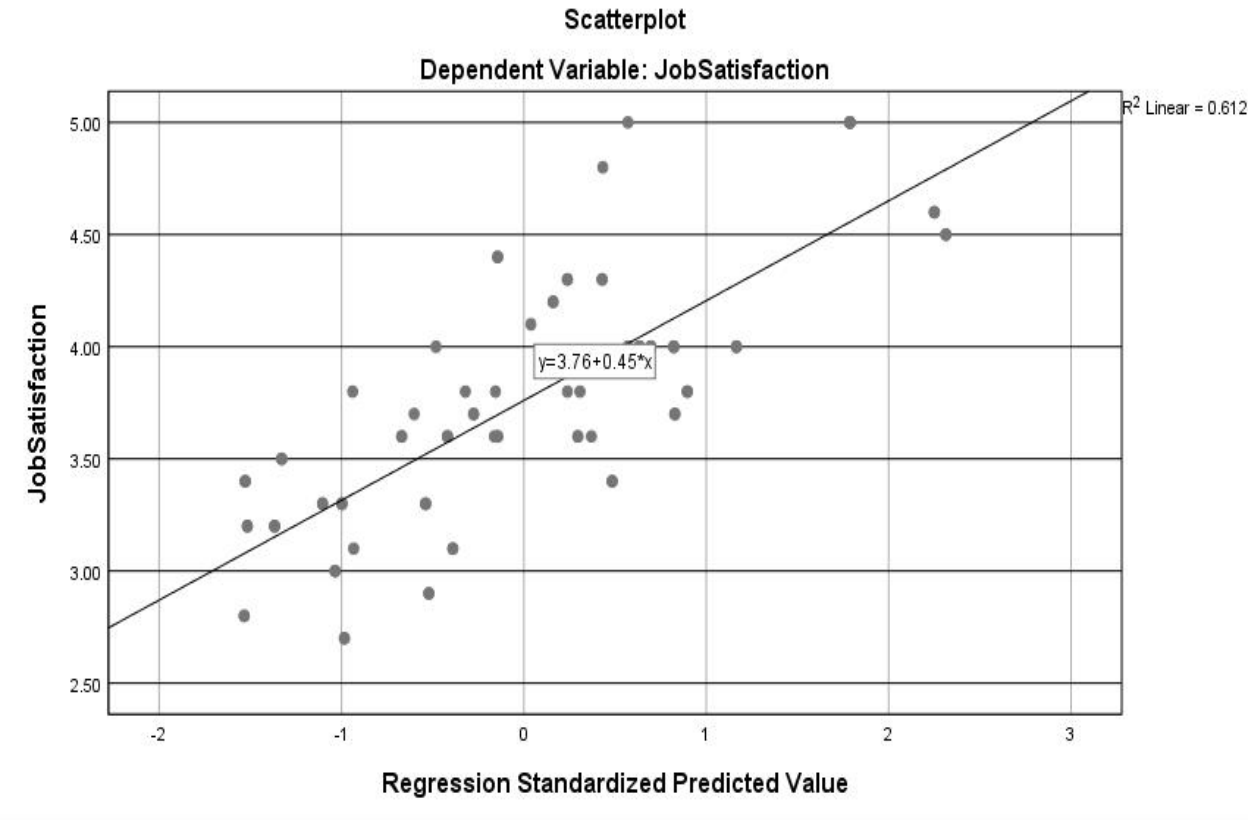
1. How supported do you feel by the hospital administration in your role?

2. Can you give examples of support or lack thereof that you have experienced?

3. How does the perceived level of support from the organization affect your job performance and satisfaction?

4. Overall, to what extent does the hospital seem to care about its employees' well-being?

Appendix iii: Results of Linearity test



Appendix iv: Multi-collinearity test Results

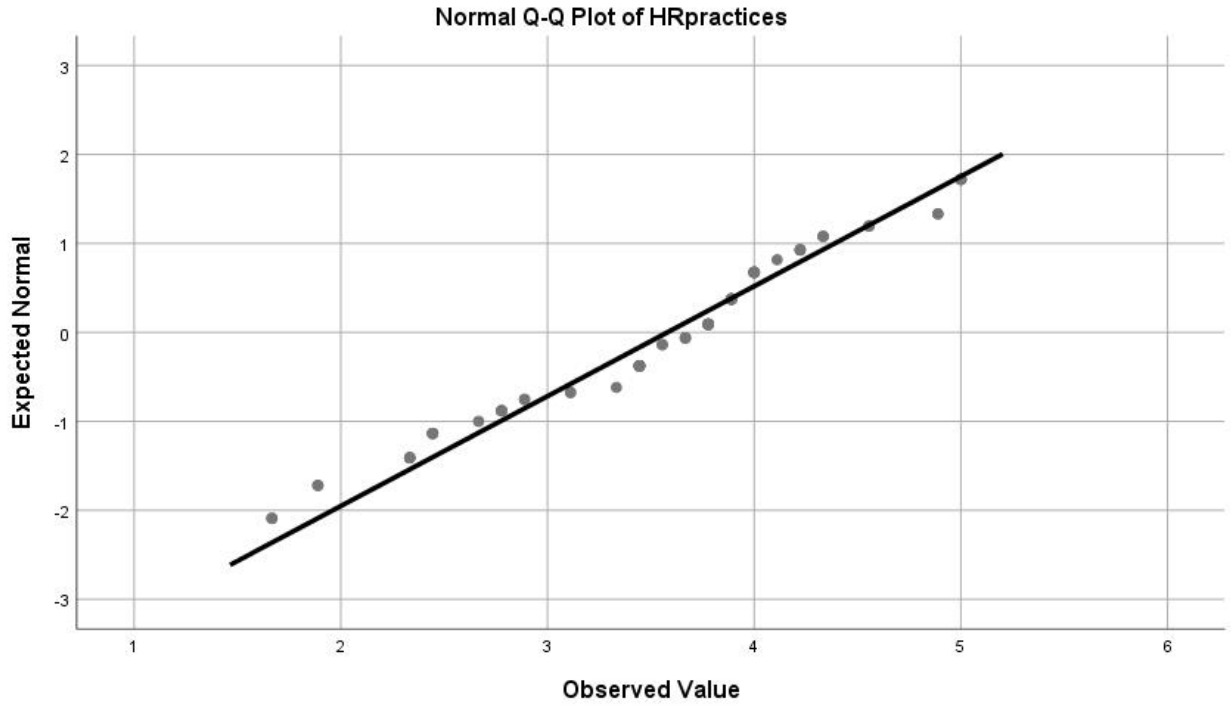
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	HR practices	.946	1.057
	POS	.946	1.057

a. Dependent Variable: Job Satisfaction

Appendix v: Normality test Results

	Statistic	df	Sig.	Statistic	df	Sig.
HR practices	.162	81	.070	.955	81	.086
POS	.090	81	.164	.971	81	.061
Job Satisfaction	.102	81	.056	.971	81	.060

a. Lilliefors Significance Correction



Appendix vi: Test for Outliers

			Statistic	Std. Error
HR practices	Mean		3.5802	.08994
	95% Confidence Interval for Mean	Lower Bound	3.4013	
		Upper Bound	3.7592	
	5% Trimmed Mean		3.6011	
	Median		3.7778	
	Variance		.655	
	Std. Deviation		.80947	
	Minimum		1.67	

	Maximum		5.00	
	Range		3.33	
	Interquartile Range		.89	
	Skewness		-.354	.267
	Kurtosis		-.098	.529
POS	Mean		3.5642	.08336
	95% Confidence Interval for Mean	Lower Bound	3.3983	
		Upper Bound	3.7300	
	5% Trimmed Mean		3.5676	
	Median		3.5000	
	Variance		.563	
	Std. Deviation		.75020	
	Minimum		2.00	
	Maximum		5.00	
	Range		3.00	
	Interquartile Range		.88	
	Skewness		.096	.267
	Kurtosis		-.317	.529
Job Satisfaction	Mean		3.7605	.06321
	95% Confidence Interval for Mean	Lower Bound	3.6347	
		Upper Bound	3.8863	
	5% Trimmed Mean		3.7477	
	Median		3.7000	
	Variance		.324	
	Std. Deviation		.56892	
	Minimum		2.70	
	Maximum		5.00	
	Range		2.30	
	Interquartile Range		.70	
	Skewness		.377	.267
	Kurtosis		-.200	.529

UGANDA CHRISTIAN UNIVERSITY

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DIRECTORATE OF POSTGRADUATE STUDIES DISSERTATION CORRECTION COMPLIANCE FORM (POST VIVA FORM)

Date: 24/05/2025

Name of Candidate: NABADDA CHRISTINE Reg. No: KS21B15/026

Title of Dissertation: Human Resource Practices, Perceived Organizational Support and Job Satisfaction: The Case of Mukono Government Hospital

S/N	GENERAL COMMENTS BY EXAMINERS	ACTION TAKEN	INDICATOR
1	Correct typographical errors and improve formatting consistency throughout the document.	Rectified	Thought the entire document
2	Strengthen the problem statement with more current, Uganda-specific evidence.	Problem strengthened giving local context	Page 4 & 5
3	Refine the phrasing of objectives and hypotheses for better consistency and professionalism.	Rectified	Page 6 & 7
4	Give the source of conceptual framework variables.	Source provided	Page 9
5	Enhance critical analysis and synthesis of the literature in Chapter Two.	Critical analysis and synthesis of the literature done	Page 14 – 23
6	Standardize table and figure formatting for professional presentation.	Rectified	Pages 9, 25, 30, 35, 37, 40, 42, 46, 47, 48, 49 & 50
7	Deepen the discussion of findings by linking them more thoroughly to the literature reviewed.	Discussion of findings done, linking it with the literature reviewed	Page 52 – 56
8	Expand and clearly articulate the study's contribution to theory, methodology, and practice.	Contribution of the study included	Page 58 & 59
9	Make suggested areas for further research more specific and grounded in the study's findings.	Rectified	Page 59
10	Review and correct all referencing errors to ensure full compliance with the university guidelines.	Referencing errors corrected	Page 59 – 63

Candidate's Signature; ..... Date: .....

Candidate's Name: NABADDA CHRISTINE

Supervisor's Signature; ..... Date: .....

Supervisor’s Name: Dr. SAMUEL EYAMU