

DETERMINANTS OF STAFF PARTICIPATION IN THE MAKERERE UNIVERSITY JOINT CHRISTIAN STAFF FELLOWSHIP

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**UGANDA CHRISTIAN
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DECLARATION

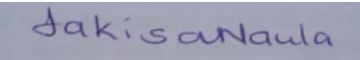
I Barbara Nerima hereby declare that this piece of work is my original research report that has never been submitted to any University or higher institution of learning for any award and that all works of other people have been acknowledged in the citations.

Signature.......... Date.....24/02/2026.....

STUDY APPROVAL

This work has been done under the supervision and approval of my supervisor.

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ABSTRACT

Although Spirituality is necessary in the workplace, the number of people attending the Makerere University Joint Christian Staff Fellowship (MUJCSF) has continued to decline. After the COVID-19 pandemic, the numbers of those attending MUJCSF have never exceeded 30 despite efforts to encourage staff to attend. The aim of this research was therefore to identify factors that encourage or hinder, participation of Makerere University staff in the MUJCSF. To gather the necessary information, I reviewed Makerere University information on the website, policies and guidelines on Workplace Christian fellowships, and administered both survey questionnaires and interviews among Makerere University Christian staff. Results obtained indicate that although Makerere University does not specifically state its position on Spirituality, there are designated places of worship and there is information on the website regarding places of worship, their locations and times of worship. Information gathered from the respondents indicates that there are no hindrances to Christian worship from Management. Regarding the individual determinants, correlation analysis for strength and direction of the relationship between selected independent variables (gender, age, Education level, Marital status, religious affiliation and Duration at Makerere University) and staff participation (dependent variable) showed a weak to moderate relationship. Results on the attitude of respondents towards workplace Christian fellowships and MUJCSF, showed they had a positive attitude and hence this is not a hinderance to staff participation in MUJCSF. Results on the MUJCSF determinants showed that limited information about MUJSCF, its vision, mission and inadequate publicity of MUJCSF activities, could be a hinderance. In addition, the venue might be a hinderance given its location from some colleges, location in the premises of the Anglican church and the lack of equipment. Most respondents said the MUJCSF is relevant and hence this is not hinderance but can be improved by consulting the members. Furthermore, the time designated for the MUJCSF is unintentionally interfered with by other University activities and personal engagements. Basing on these results MUJCSF program-related determinants are the biggest hinderance to staff participation in MUJCSF and therefore to improve staff participation, MUJCSF needs to address the hinderances mentioned.

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GLOSSARY OF TERMS/ABBREVIATIONS

CAES: College of Agricultural and Environmental Sciences

CEDAT: College of Engineering and Technology

CEES: College of Education and External studies

CHS: College of Health Sciences

CHUSS: College of Humanities and Social Sciences

COBAMS: College of Business and Management Sciences

COCIS: College of Computing and Information Sciences

CONAS: College of Natural Sciences

COVAB: College of Veterinary medicine, Animal resources and Bio-security

MUJCSF: Makerere University Joint Christian Staff Fellowship

SOL: School of Law

CHAPTER ONE: GENERAL INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Makerere University is a Public University (<https://mak.ac.ug/about-makerere-university>) and therefore staff and students, have freedom of worship and are free to do what they want. Students have been introduced to different cultures in their different Halls of residence and colleges. These cultures have been passed on to new students every year through different activities. However, some of these cultures are bad and over time, there has been a deterioration in morals and unfortunately the curriculum focuses on technical skills with no emphasis on morals (Personal information).

There are different ways Universities can impart morals among students for example through 1) creating a supportive and ethical environment, 2) modelling good behavior by the staff (Mpunza and Mutabazi, 2023; Suciati et al 2023), 3) providing moral education either directly by intergrating it into the curricula or have additional programs providing moral education 4) encouraging Spirituality through freedom of worship and providing space which can be used for worship, and open communication channels where students can feel free to express their concerns (Avina 2014; Cook et al 2021; Suciati et al 2023). In Makerere University, there are several strategies targeting students for example there are students' fellowships in different colleges, hostels, hall of residence and the main Christian Union fellowship which targets all born again Christian students. Besides the fellowships, there are designated places of worship (<https://mak.ac.ug/students/religion-spirituality>). In addition, there are programs such as BANG (Becoming A New Generation with values, morals and Character) program (<https://events.mak.ac.ug/sites/default/files/2023-03/Story-of-BANG-Flyer.pdf>) with a focus on imparting values, morals and character, and the Emerging Leaders' Programme (<https://news.mak.ac.ug/2024/09/minister-janet-museveni-launches-emerging-leaders-program-at-makerere-university/>). Although the chapels and mosque also serve the staff, most staff members do not live on campus and hence go to different churches/mosques elsewhere (Personal information). For the success of the different strategies, there is need to have staff engaged since they are always interacting with students in different ways. It is not possible for staff to pass on what they do not have. This can be achieved directly through, activities organized by the different denominations and indirectly by empowering the Lecturers to reach out to the students with relevant nuggets during their interaction with them during lectures or through relevant talks organized outside lecture time. In this work I focused on encouraging

spirituality among Makerere University staff through fellowships which bring together staff from different Christian denominations.

Although the student fellowships have been in existence for very many years, the staff fellowships have not been very active; some are nonexistent in most colleges and there was no fellowship to bring believers together in one fellowship (Personal information). To improve the situation, few staff members who are believers and were praying for the University realized the need to involve believers from all colleges. However, there was no platform where they could be engaged, empowered and coordinated and hence the Anglican church leadership and informed of the need to mobilize all Christian staff members, in all Colleges of the University under one umbrella fellowship called the Makerere University Joint Christian Staff Fellowship (MUJCSF). The Anglican church leadership was happy to be part of this fellowship, accepted to host it and the Resident Chaplain accepted to be the Patron of the MUJCSF. In October 2019, the Makerere University Joint Christian Staff Fellowship (MUJCSF) was launched and a committee was Commissioned by the then Bishop of the Church of Uganda Bishop Henry Luke Orombi (Uganda Christian News, 2019). The first MUJCSF was held on 30th January 2020 (Wamai, 2020). The Anglican church provided support such as space, choir, instruments and sometimes meals, during the monthly fellowships. During the first three months of its existence the numbers grew up to about 100 staff members attending the monthly meetings and then the COVID-19 pandemic hit in March 2020 and due to the restrictions and Lock downs, the fellowship meetings were halted. We tried several times to have online meetings, but the attendance was so poor (less than 5 people) even for the committee members. When the Lockdowns were lifted and physical meetings started, the fellowship resumed with its committee meetings and then after two months, the monthly fellowship but with attendance of no more than 20 people. A year later the numbers never exceed 30 staff members even after publicizing and Committee fellowships do not exceed 6 (out of 10 members). Even those who attend are not consistent and hence it is difficult to implement certain activities.

About two years ago, as a committee we agreed to do a profiling of different staff fellowships in the Colleges and found that out of 11 Colleges, only about 3 were serious with only one having weekly fellowships. We intensified the prayer meetings as a committee and also co-opted at least one believer from every College with the aim of having these representatives do the mobilizations among their colleagues within the colleagues, for both the College fellowships and for the joint fellowship. Even with these efforts, we do not exceed 30

people during the joint monthly fellowship, and the College fellowships are not active. The aim of this work was therefore to identify the determinants of staff participation to design a program that serves all and hence encourages participation. In the long run, Makerere University staff will be empowered to impart moral values (soft skills) in the students.

Several factors influence staff participation in workplace religious activities (workplace spirituality) and these are at different levels which include Organisational environment, Fellowship program and individual (Amunun et al 2025; (Dance, 2019; Miranda, 2023). Other factors are Spiritual (Ephesians 6:10-18). Therefore, the aim of this study was to identify factors influencing staff participation in the MUJCSF.

1.2 STATEMENT OF THE PROBLEM

According to Mahatma Ghandi, “Education without character” is one of the seven crimes. This means all universities have the obligation of preparing students for life and hence character should be a goal of all Higher education. Unfortunately, many universities focus on teaching all other things except character (Satyani, 2021; James 2024). Makerere University like most Universities is not exempted. There is therefore needed to build character of Makerere University students and since the curricula only focus on technical skills, there is need to find other avenues through which to achieve the goal. For most of the strategies to be effective, Makerere University staff need to be empowered, encouraged and coordinated. One of those strategies identified was a joint staff Christian fellowship. However, since its launch in 2019, the MUJCSF attendance has been declining despite several efforts (Personal information; MUJCSF attendance records). Therefore, there was need to identify the factors which limit the participation of staff in the MUJCSF in order to come up with viable solutions.

1.3 OBJECTIVES OF THE STUDY

1.3.1 General objective

To identify key barriers to and facilitators of staff participation in the Makerere University Joint Staff Christian Fellowship

1.3.2 Specific Objectives

1. To identify Institutional determinants of staff participation in the Makerere University Joint Staff Christian Fellowship

2. To identify program determinants of staff participation in the Makerere University Joint Christian Staff Fellowship
3. To identify Individual determinants of staff participation in the Makerere University Joint Staff Christian Fellowship

1.4 RESEARCH QUESTIONS

1. What are the institutional determinants of staff participation in the Makerere University Joint Staff Christian Fellowship?
- 2 What are the program determinants of staff participation in the Makerere University Joint Staff Christian Fellowship?
3. What are the individual determinants of staff participation in the Makerere University Joint Staff Christian Fellowship?

1.5 SCOPE OF THE STUDY

This study focused on staff of Makerere University who are Born again Christians (based on attendance of their individual College fellowships). The study considered both those who attend and those who do not attend the MUJCSF. Interviews were conducted for leaders of the fellowships in the different colleges and survey questionnaires for those who are not leaders of fellowships; this helped with triangulation and provided additional information on the organizational environment. Finally, the study reviewed the Makerere University policies, documents and spaces, to determine if the organizational environment supports staff participation in religious gatherings.

1.6 JUSTIFICATION OF THE STUDY

Since character is the foundation for achievement (Charles, 1918), character should be a goal of all Higher education. However, most university curricula focus on all other things except character (Satyani, 2021; James 2024). It is therefore important to get other avenues through which student characters can be built and tailor-made programs and learning from role models, are some of the ways (Mpunza and Mutabazi, 2023; Suciati et al 2023). Since university students spend most of their time at the University where they interact with university staff, the latter can be engaged in programs that build student character and they can also be good role models. For this to be effective, university staff must be empowered, encouraged and coordinated and Workplace fellowships (Spirituality) are one of those avenues that can be used.

Although MUJCSF was launched in 2019 to meet this need, the staff participation has been very poor. There was therefore needed to determine factors which influence staff participation in the MUJCSF so as to improve staff participation.

1.7 SIGNIFICANCE OF THE STUDY

This provided information on the factors influencing Staff participation in the MUJCSF will guide the Fellowship leadership in designing a program that will meet the various needs (spiritual and social) of Christian staff members. Information about the institutional environment will be shared with the Chief of Human Resources and can guide on encouraging Spirituality in the workplace. All these taken together will improve staff participation and productivity. In the long run staff will be empowered to build the character of the students. The report from this work will be submitted to Uganda Christian University and shared online, thus adding to the existing body of knowledge on improving Spirituality in the workplace, increasing staff productivity and building character of students in institutions of learning.

1.8 THEORETICAL/CONCEPTUAL FRAMEWORK

1.8.1 Theoretical Framework

The determinants are categorized under three factors as detailed in table 1.

Table 1: Determinant of staff participation in MUJCSF

	Factor Type	Determinants
1	Institutional Factors	-Availability of spaces for fellowship -Organisational policy/culture -Workload -Adaptable working hours,
2	Program factors	-Relevancy of Fellowship vision and mission -Fellowship program (meeting times and frequency) -Conduciveness of fellowship venue/format (Location, virtual, physical) -Relevancy and quality of fellowship activities
3	Individual factors	Age, Gender, Race, Beliefs, Education level, Marital status, Values, Past experiences, other commitments

1.8.2 Conceptual Framework

The conceptual framework below illustrates the determinants of staff participation in the Makerere University Joint Christian Staff Fellowship (MUJCSF). The model adopts the

traditional Independent-Dependent format with three sets of determinants (independent variables) and the outcome (dependent variable).

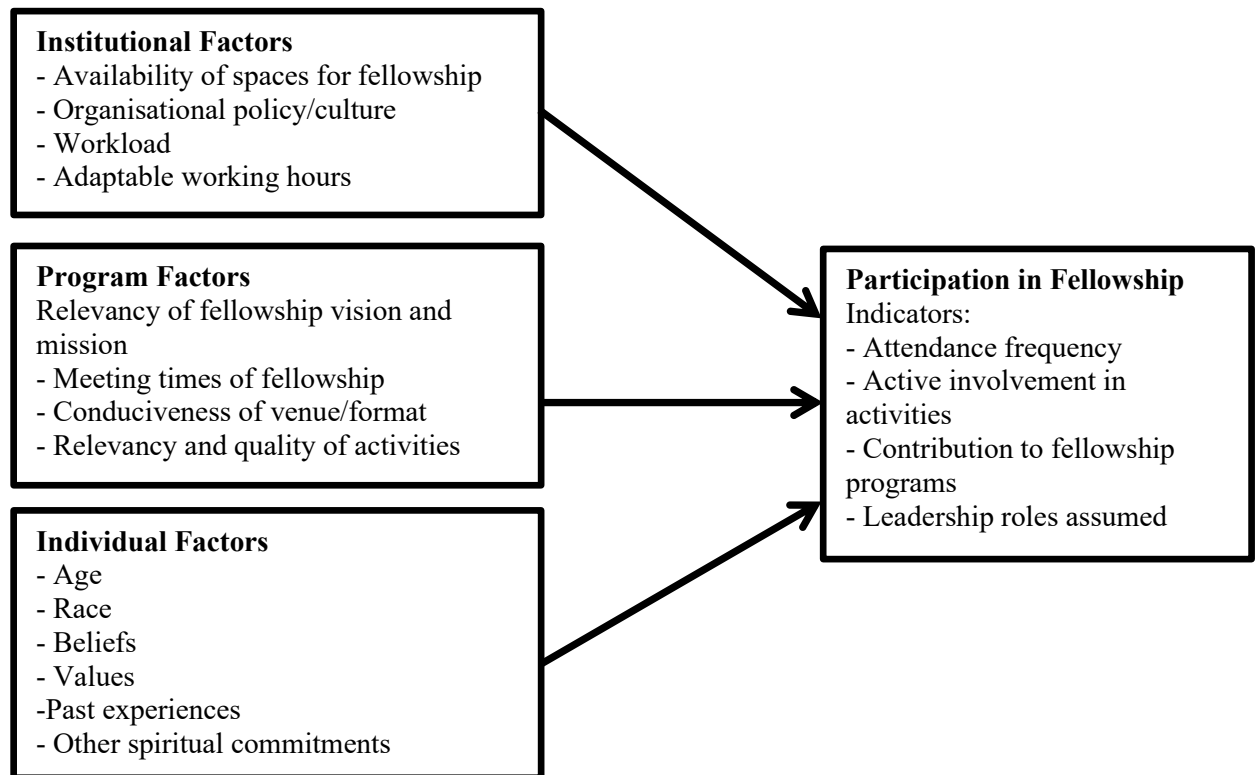


Figure 1: Conceptual Framework of the study

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

The modern organizational landscape increasingly recognizes the profound impact of non-materialistic motivations on the well-being and overall corporate performance of the employees. Among these motivations, workplace spirituality has emerged as significant, fostering an environment where employees can experience meaning, interconnectedness, and a sense of purpose beyond conventional organizational goals (Abbas et al., 2021; Fanggidae et al., 2020). This growing attention is driven by its potential to enhance psychological well-being and cultivate a more positive working environment for employees (Tigedi et al., 2024).

2.2 SPIRITUALITY AND THE WORKPLACE

Although the concept of workplace spirituality is gaining significant traction in recent decades, it has its roots in philosophical and management theories which emphasize humanistic approaches to work (Nishanthi et al 2025; Matheson et al 2021). Initially, discussions around spirituality in the workplace were often intertwined with ethical considerations and the broader discourse on corporate social responsibility. This understanding has however evolved to encompass a deeper exploration of individual meaning, values, and purpose within the organizational context and hence moving beyond mere compliance. This is a shift from purely viewing employees as instrument to achieve goals to a view that recognizes their holistic needs and aspirations, acknowledging that a sense of purpose and connectedness can profoundly impact productivity and well-being (Sapta et al 2021). It is therefore important that Institutional leaders enact policies and create environments that encourage spirituality in the workplace because it is not only beneficial to the employee welfare but ultimately leads workplace productivity which is important for carrying out its mandate and public image.

2.3 THE ROLE OF SPIRITUALITY IN BUILDING CHARACTER

Lakeisha define character as “a person’s moral and ethical qualities. It consists of one’s beliefs and moral principles that guide their behaviour” (Lakeisha, 2023). According to Charles character is the foundation for achievement (Charles, 1918). In addition, according to Mahatma Ghandi, “Education without character” is one of the seven crimes (Satyani, 2021). This means all universities have the obligation of preparing students for life and hence character should be a goal of all Higher education. This does not mean that technical skills and knowledge, are not important, but rather that both technical skills, knowledge and character should be taught at

universities. Unfortunately, many universities focus on teaching all other things except character (Satyani, 2021; James 2024). According to Satyani “Education must shape the personalities of students and enable them to become good and responsible citizens, men and women of principles and convictions. Education must help students to know what is right and what is wrong” (Satyani, 2021).

According to Christy, character is complex and is shaped by experiences, environments and relationships. Therefore, character can be built through a) programs aimed at character building; here students are taught different principles of character and are mentored/supported to develop character, b) through experiences at the University and home and c) listening to and observing role models (Mpunza and Mutabazi, 2023; Suciati et al 2023; Christy, 2023). The role models can be their parents, friends, people in society and university staff. Since university students spend most of their time interacting with university staff, the latter can be key role models for character if they are empowered, encouraged and engaged. University staff can be intentionally empowered in different ways to contribute to student character building. University staff can be empowered through Workplace fellowships and specialized training. Workplace fellowships are programs designed to meet different needs of individual members of staff. There are different types of workplace fellowships and these include industry-focused, skills-based, research-oriented, leadership development, and Christian (Spirituality) workplace fellowships. The focus of this study was on the Workplace Christian fellowships.

2.4 WORKPLACE CHRISTIAN FELLOWSHIPS AND THEIR BENEFITS

The word Fellowship comes from a Greek word “Koinonia” which means “holding something in common”. Therefore, Christian fellowship refers to the unity of the Spirit that comes from the Christians shared beliefs, convictions, and behaviors (Cardoza Freddy, 2021). Christian fellowship is godly and has many benefits (Oliveri, 2013).

Workplace Christian fellowship is therefore a group of employees with shared beliefs, convictions and behaviors and they gather in a designated time and place to encourage and support one another, pray, study the bible and carryout outreach. Workplace Christian fellowships therefore, provide a platform for believers to encourage one another to stand firm in their Christian walk, be ministered to, empowered to be effective witnesses for Christ, be effective workers and to network. As human beings, we are made in the image of God (Genesis

1:26) and through fellowship, we are helped to manifest the God-image in us and hence be able to have dominion. In Hebrews, Apostle Paul implores us to spur one another on toward love and good deeds and not to give up the habit of meeting together (Hebrews 10:24-25). This is only possible when we attend fellowships and participate in the planned activities.

There are many benefits of workplace Christian fellowships both at the personal and organizational, levels as detailed below.

2.4.1 Personal level

There are several benefits of workplace Christian fellowships as detailed below.

i) In many workplaces, there is a disconnect between one's faith and their work and hence many are searching for ways to connect their work lives with the spiritual lives, ways to work together as a community and to be unified in ways that go beyond earning a salary (Litzsey, 2006).

ii) They provide avenues for leadership development through serving and training.

iii) Members get support for personal and spiritual growth. Through teachings focusing on different topics, addressing personal and spiritual life and listening to testimonies from other members, one grows if they put what they learn into practice. According to Aminun and colleagues, workplace spirituality enhances employee well-being by creating a sense of purpose, connection and elevation within the workplace (Aminun et al 2025).

iv) In addition, these fellowships provide an opportunity for individuals to deal with stress through prayer, pastoral and peer support (Aminun et al 2025; <https://fmministry.co.uk/the-workplace-christian-fellowship-a-summary>). According to Litzsey, many employees are searching for spiritual nourishment so as to overcome the many challenges the world is facing (Litzsey, 2006).

v) Career growth because members get to connect with others and hence the fellowship provides an avenue for collaborating on work-related projects and mentorship (<https://fmministry.co.uk/the-workplace-christian-fellowship-a-summary>).

vi) Religious beliefs and practices influence ethical behaviors, managing stress, enhancing job satisfaction, and improving overall work performance (Aminun et al 2025; Desa and Koh, 2011).

Taking together, these can play a key role in increasing productivity of staff and empower them to contribute to student character development.

2.4.2 Institutional level

At the institutional level, workplace Christian fellowships have the following benefits

- i) They promote unity by bringing together people of different races, economic, cultural and intellectual backgrounds.
- ii) They provide an avenue for greater societal impact because of the greater potential of reaching and influencing those who are in charge of making decisions that affect the general population (<https://fmministry.co.uk/the-workplace-christian-fellowship-a-summary>). The greater impact can also be felt through the changed behavior of staff members as they influence the character of the students by passing on the values they have learned and by modeling good character.
- iii) The increased employee productivity (Aminun et al 2025; Desa and Koh, 2011) enables the institution to carry out its mandate and hence increased outputs and improved image.

However, even with such benefits, due to many obstacles, many workplace Christian fellowships do not flourish. The Makerere University Joint Christian Staff Fellowship was launched in 2019 with the aim of bringing together all believers working there so as to encourage and support one another and to understand our mandate in the workplace as believers. At the beginning, the numbers reached up to about 100 but declined during the period of the COVID pandemic and continued to decline stagnating at about 30 active participants for over two years. The aim of this study was to determine factors which influence staff participation in the MUJCSF. This is very important so that the fellowship can not only meet its aim but also the needs of the staff.

2.3 FACTORS INFLUENCING STAFF PARTICIPATION IN CHRISTIAN WORKPLACE FELLOWSHIPS

Many people are encouraged to attend fellowships depending on many factors which could be associated with the institution (Makerere University), fellowship or individual factors.

2.3.1 Institutional determinants

In this case, we refer to Makerere University, and the following factors can influence staff participation in Christian Workplace Fellowships.

First and foremost, the institution culture which is embedded in its values of the institution can encourage spiritually. This can motivate staff to find ways to empower themselves and be encouraged to live up to the required standard. Secondly, effective leadership plays a key role in cultivating a sense of Spirituality in the workplace by creating a setting where employees experience belonging, purpose and a connection with the Institution's core values Thirdly, an environment that gives members freedom of worship. This means people of different religions are free to practice their religions (Aminun et al 2025). In Makerere University, Protestants (Anglicans), Catholics and Muslims are the main religions accepted although others do exist. For example, the born-again Christians from denominations other than the Anglican, exist and are supported by the Anglican church. I therefore think this cannot be a hindrance to staff participation. The other factor is availability of a space/place where the fellowship can be hosted (Aminun et al, 2025). Since Makerere University is a big university, such a place needs to be central so that it accessed easily by members. Currently the MUJCSF is being hosted at the St Francis Chapel, Makerere University. Finally, there must be time set aside when staff can fellowship (Aminun et al, 2025). The MUJCSF meets during lunch when no university activity is expected to take place.

2.3.2 Fellowship Program determinants

Fellowship program-related factors include:

- i) Vision: The vision of the fellowship must be clear and relatable by the members
- ii) Leadership: The leadership must a) communicate the vision clearly to the members, b) focus on serving the members and making demands, and c) be transparent and trustworthy
- iii) The fellowship program must be relevant to the members. The topics and activities must be relevant to the members' work, personal lives, finances and families.

iv) The fellowship should be inclusive and not stigmatize members from certain denomination. There is need to create a welcoming and engaging environment where people can feel welcome and feel free to share their ideas (Aminun et al 2025).

2.3.3 Individual determinants

According to Dance, there are several barriers to Christian fellowship, and these include:

- i) The over emphasis of personal commitment to God which makes Christians think it is not necessary to fellowship with others
- ii) The self-sufficiency attitude which makes many think they do not need anybody
- iii) The over-scheduled life which leaves Christians with no energy and time, for fellowships. It becomes easy to decide to leave out fellowship activities especially if they have other fellowships they attend outside the University e.g church services, home fellowships, etc. In some cases, even when they do not have other fellowships, they may still fail to attend any Christian activities because their priorities are else. For most Universities Makerere University inclusive, the focus is work such as teaching, student supervision, writing grants and doing research, which contributes directly to their promotion.
- iv) Superficial relationships. Without genuine relationships, there will be no “koinonia”. This is because people cannot trust each other.
- v) A broken home life. Community reminds such people of pain
- vi) A strong family life can also be a factor when people feel no need for fellowships since they have loving family relationship, and finally
- vii) Past hurt in church or fellowships is also a barrier to fellowship since people fear to get hurt again (Dance, 2019).

According to Miranda (2023) the following factors hinder fellowship; i) some people are not confident enough to speak about the faith and hence are in hiding, ii) people from some denominations who are conservative may not feel comfortable to attend since some doctrines differ, iii) in a competitive environment people are constantly watching their backs and hence not free to fellowship, and iv) others feel the fellowship is not important (Miranda, 2023).

2.3.4. Other factors

2.3.4.1 Resistance from devil

First and foremost, the devil resists the work of God and in Apostle Paul’s letter to the Ephesians, he reminds us that we are not in a physical battle but a spiritual one. He then

encourages believers to put on the full armour of God if they are to overcome the devil and we should not loose heart because we fight from a position of victory because God has availed what we need to overcome (Ephesians 6:10-18).

In Makerere University, it is not known why the participation of believers in the MUJCSF is low and therefore, the aim of this study was to explore the factors that contribute to or hinder, the participation of Makerere University believers in the MUJCSF.

CHAPTER THREE: METHODOLOGY

3.1 RESEARCH DESIGN

This was a cross-sectional study where data was collected from participants at a one-time point. I also reviewed Makerere Universities policies and guidelines on Spirituality. I collected both qualitative and quantitative data.

3.2 AREA OF STUDY

The study was carried out among Makerere University staff who are Christians, at the Main Campus and Mulago, Kampala Uganda. I collected data from believers in the ten Colleges and the University Main Administration (see Appendix I, for the list of colleges and Units in Makerere University).

3.3 SOURCES OF INFORMATION

Contacts of staff were obtained from the MUJCSF Whatsapp group and 2025 prayer breakfast attendance with permission of the Committee of the MUJCSF. Other names and contacts Christians were obtained from the College and Administrative Unit, representatives on the MUJCSF Committee. The Vision and Mission of the MUJCSF was obtained from the MUJCSF while information on the Makerere University policies was obtained from <https://policies.mak.ac.ug/>.

3.4 POPULATION OF THE STUDY

The study was carried out among Makerere University staff who are believers, at the Main Campus and Mulago, Kampala Uganda. There are ten Colleges (see Appendix 1, for the list of colleges and Units to be involved) and 1 Main Administration Unit. Each College/Administrative Unit has on average 5-15 believers which gives a total of about 55-165 believers. For the questionnaire I sent out to 95 believers on the MUJCSF Whatsapp group with the aim of getting responses from 70 respondents while for the interviews, I targeted 15 interviewees who were either College leaders or MUJCSF Committee members. For the Institutional factors, I reviewed the Makerere University information on the website and Human resource policies and General policies (<https://policies.mak.ac.ug/>).

3.5 SAMPLING DETERMINATION AND SAMPLING

I used a non-random sampling method Purposive and Convenience, sampling methods. I gathered information from believers ie Makerere University staff who believe in Jesus Christ, from different Colleges/Units. Both males and females, were included. The link to the google designed form for the questionnaire, was shared with believers via WhatsApp and email. I also called them individually for the phone interviews.

3.6 VARIABLES AND INDICATORS

The study adopted the traditional Independent-Dependent format with three sets of independent variables (Institutional factors, MUJCSF program factors and Individual factors) and the dependent variable (Participation in the fellowship) as detailed in Figure 2 under section 1.8.2.

Table 2: Independent and dependent variables and factors with associated indicators

Independent variables		Staff Participation (dependent variable)
Institutional	-Availability of spaces for fellowship -Institutional policy/culture -Work load -Adaptable working hours	Participation in MUJCSF (Attendance/ Attendance frequency)
MUJCSF Program	-Awareness of MUJCSF -Knowledge Fellowship vision and mission - MUJCSF publicity -Fellowship program (meeting times) -Conduciveness of fellowship venue (Location, virtual, physical) -Relevancy fellowship activities	
Individual	Age, Gender, Religious affiliation, Education level, marital status, Duration at Makerere University, Attitude, Other commitments	

3.7 DATA COLLECTION METHODS INSTRUMENTATION

First and foremost, I reviewed Makerere University policies, guidelines and provisions regarding Spirituality. A self-administered survey questionnaire was designed and interview questions formulated, to gather information. The design of the tools was guided by the Research questions; I sought responses for different questions addressing the variables in section 3.6 above.

3.8 QUALITY CONTROL

First and foremost, the survey questionnaire and interview, questions were worded in such a way as not to bias the respondents. In addition, a pre-test was done to ensure the questions gather the right information and then they were reviewed by two members of the MUJCSF Committee, to ensure clarity and specificity. In addition, I did not add sensitive questions to the tools and ensured that I collect data from both males and females and from almost every college and the main administrative unit. In an introductory statement, I introduced myself and provided sufficient information to establish trust and create rapport. As a member of the Committee, I also introduced myself on the WhatsApp group where I shared the link to the survey questionnaire so that the Chairperson of the Committee could add his voice to support the research and encourage members to respond.

3.9 DATA PROCESSING AND ANALYSIS

For the Survey questionnaire, I downloaded the google form with responses in csv which I later exported to Microsoft excel. Once all the responses were in, I coded the responses and analysed the quantitative data using Microsoft excel in form of charts (pie charts and bar graphs) and tables and used Correlation analysis to determine the strength and direction of the relationship between the Dependent variable and independent variables. For the qualitative data (open-ended questions) I generated summaries (in form of lists).

3.10 ETHICAL CONSIDERATIONS

For this study, I did not have serious ethical issues to handle. First and foremost, I informed the Chairperson of the MUJCSF of the study and sought permission to send out questionnaires and interview fellowship members. In an introduction on the Survey questionnaire and Interview tool, I provided information regarding the research and why it is important. I also informed the participants why they had been chosen to participate in the study and gave them the assurance that their identity would not be shared and would not be included on the questionnaire. The respondents were identified using numbers instead of their names and it is the codes that were used in recording responses, data compilation and analysis. As a committee member of the MUJCSF, I have a copy of the documents with a Vision and Mission, statements which I reviewed. The Human Resource manual and policies and information about the designated places of worship, is available to the public on the Makerere University website.

CHAPTER 4.0 RESULTS

The aim of this study was to identify determinants of staff participation in the Makerere University Joint Christian Staff Fellowship. To achieve this, assessment was done for determinants at the individual level, Fellowship program level and at the Institutional level (Makerere University). Purposive and convenient sampling was done to select respondents. A questionnaire was designed (link is provided in the appendix ii) and sent out to Christian staff of Makerere University while interviews (Interview questions in Appendix iii) were conducted for some of the MUJCSF Committee members and leaders at the College or Unit levels. I received responses from 33 respondents for the Survey questionnaire and 10 Interviewees for the Interviews. Once all the responses were in, I coded the Interview responses while for the Survey questionnaire, I downloaded the google form responses summaries in csv, exported to excel and I coded the interview responses. A correlation analysis was done for individual determinants, and all information was summarized in form of charts (pie, bar chart), tables and lists.

4.1 INDIVIDUAL DETERMINANTS FOR STAFF PARTICIPATION IN THE MUJCSF

4.1.1 Demographic determinants

4.1.1.1 Gender

Overall, more females participated in the study as compared to males. The summary of the gender of respondents for both survey questionnaire and interviews are showed in figure 2 and tables 13 and 14.

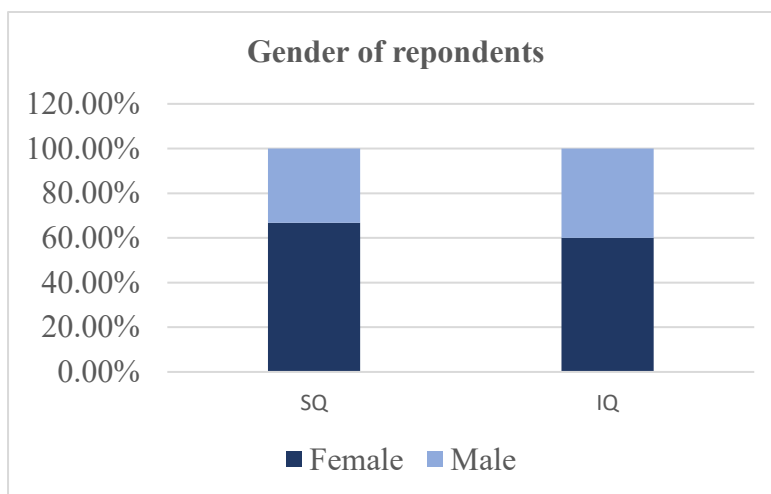


Figure 2: Gender of the respondents

Source: SQ1, N=33 and IQ1, N=10

This figure shows that more females (60% and above) were involved in the study.

SQ=Survey questionnaire and IQ=Interview.

4.1.1.2 Age Category

Most of the respondents were between 41 and 60 years old, as detailed in Table 3 below.

Table 3: Age category of respondents

	Age category			
	20-30 years	31-40 years	41-50 years	51-60 years
SQ	3%	15.2%	42.4%	39.4%
IQ	0%	0%	40%	60%

Source: SQ2, N=33; IQ2, N=10

4.1.1.3 Education level

More than 70% of the Respondents and Interviewees have at least a master's degree. Details are shown in figure 3 and Table 13 and Table 14.

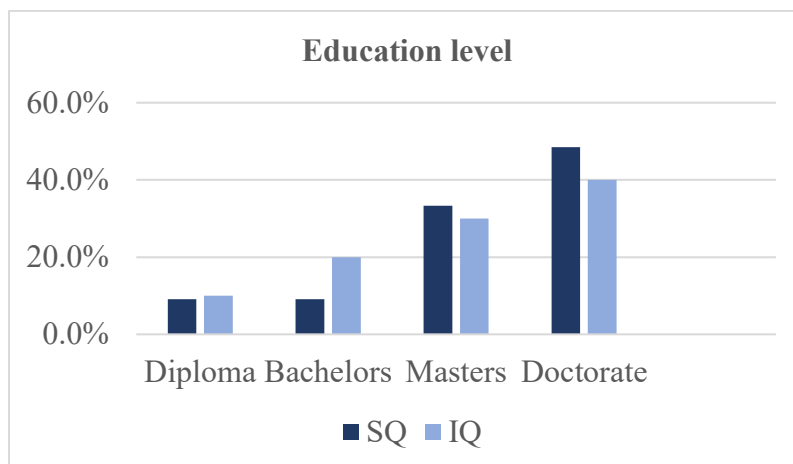


Figure 3: Educational level of the respondents

Source: SQ3, N=33; IQ3, N=10

4.1.1.4 Marital status

Generally, about 70% of the respondents for both Survey questionnaire and Interview are married.

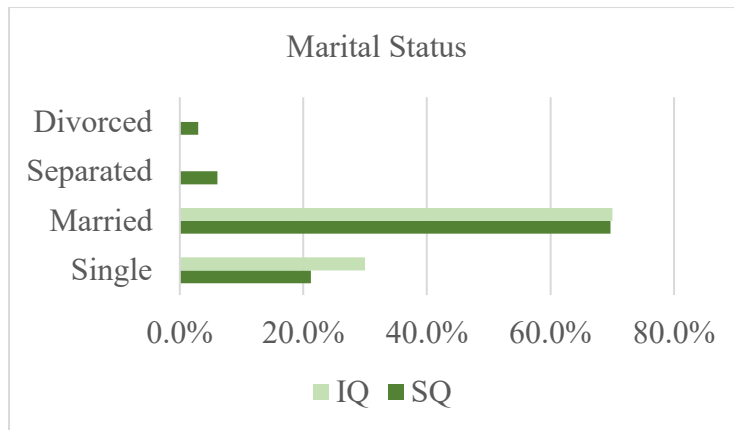


Figure 4: Marital status of the respondents

Source: SQ4, N=33; IQ4, N=10.

4.1.1.5 Religious affiliation

More than 60% of the Survey Questionnaire respondents were Pentecostals while more than 30% were Anglicans. On the other hand, 70% of those interviewed were Pentecostals. Only one catholic responded to the questionnaire and I did not have any Orthodox or any other religious affiliations.

Table 4: Religious affiliation of the respondents

	Anglican (%)	Catholic (%)	Pentecostal (%)	Orthodox (%)	Other (%)
SQ	33.3	3.0	63.6	0	0
IQ	30.0	0	70.0	0	0

Source: SQ5, N=33; IQ5, N=10

4.1.1.6 College/Unit Affiliation of respondents

Generally, all colleges and the main administrative unit, were represented except CEES and SOL.

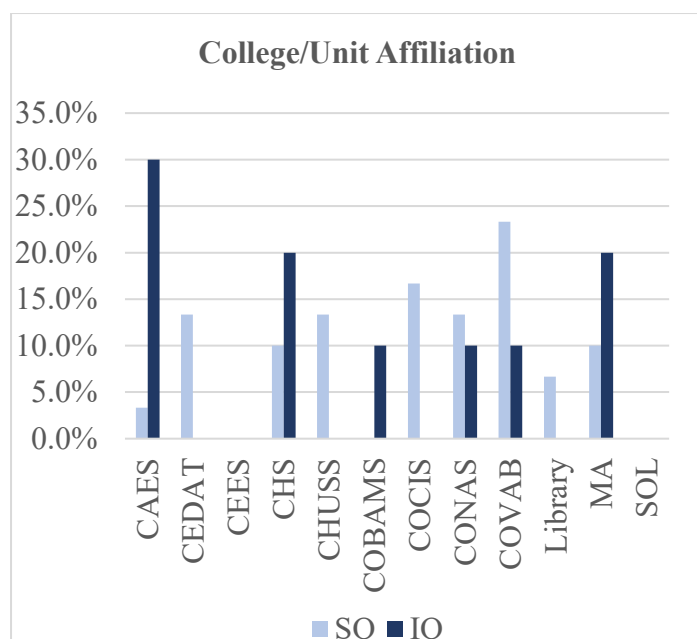


Figure 5: College/Unit affiliation of respondents.

Source: SQ6, N=33; IQ6, N=10.

4.1.1.7 Duration at Makerere University

Most of the respondents have worked for more than 10 years at Makerere University as detailed in Table 5.

Table 5: Number of years at Makerere University.

	1-5 years	6-10 years	11-20 years	21-30 years	31 or more years
SQ	12.1%	12.1%	39.4%	33.3%	3.0%
IQ	0.0%	0.0%	30.0%	40.0%	30.0%

Source: SQ7, N=33; IQ7, N=10

4.1.1.8 Attendance of MUJCSF

Table 6: MUJCSF attendance

	Attended=27 (81.8%, n=33)	No attended=6 (18.2%, n=33)
1 to 3 times	40.7%	NA
4 or more times	59.3%	NA

Source SQ 11 and SQ12, N=33

This focused on whether one has ever attended the MUJCSF and if yes, how many times. Only Survey questionnaire respondents were asked this question because it was assumed that some of them may not have attended the MUJCSF while all Interviewees were selected to only include those who had ever attended the fellowship and hence did not need to respond to this question.

A correlation analysis was done to determine the strength and direction of the relationship between selected variables (gender, age, Education level, Marital status, religious affiliation and Duration at Makerere University) and staff participation in the MUJCSF.

Table 7: Correlation between individual variables and staff participation in MUJCSF

	Gender	Age Category	Education level	Marital status	Religious	Duration at Makerere
Ever attended	-0.333	0.090	0.310	0.069	0.015	-0.243
No of times of attendance	-0.331	0.089	0.312	0.073	0.013	-0.241

The participation was measured by whether one has ever attended the MUJCSF and how many times they have attended. The results obtained indicate a weak relationship between the different selected variables (gender, age, Education level, Marital status, religious affiliation and Duration at Makerere University) and staff participation in the MUJCSF. The details of the analysis are shown in Table 7.

4.1.2 Attitude of respondents

To obtain information on the attitude of the respondents towards workplace Christian fellowships and MUJCSF in particular, the following questions were asked.

4.1.2.1 Is a Workplace Christian Fellowship necessary?

All respondents said that a Workplace Christian Fellowship is necessary. Interviewees gave reasons such as they are obeying the command in Hebrews 10:25 which encourages believers not to give up the habit of meeting together. They also said that Fellowship is an avenue to be empowered spiritually, to be encouraged and edified and to network. One respondent said

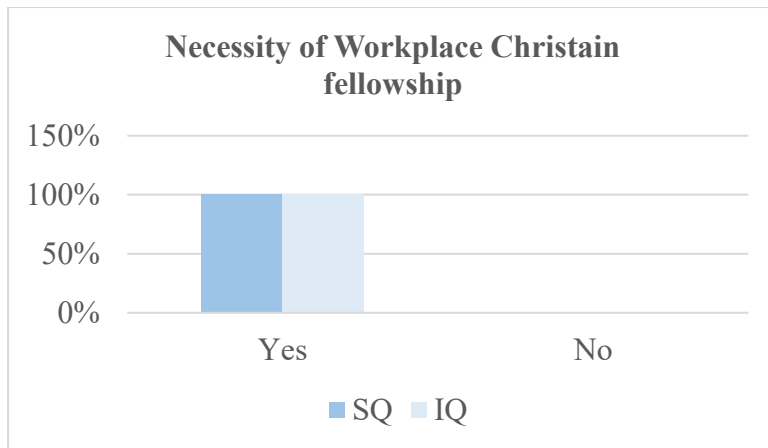


Figure 6: Necessity of a Workplace Christian fellowship

Source SQ21, N=33; IQ16, N=10.

workplace Christian fellowships are important and hence should be encouraged.

4.1.2.2 Are you likely to recommend MUJCSF?

Over 90% of the respondents said that they are likely to recommend MUJCSF as shown in Figure 7.

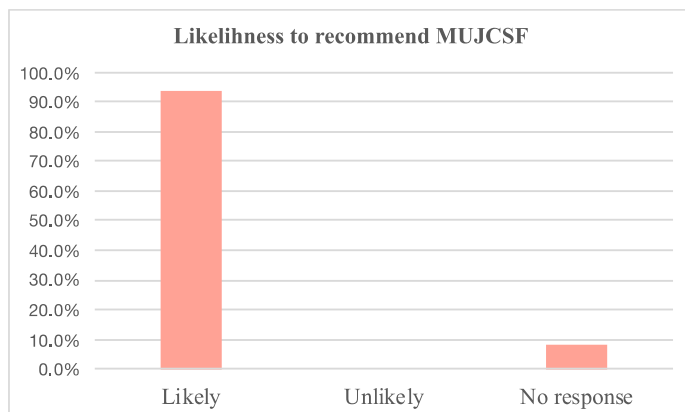


Figure 7: Likelihood to recommend MUJCSF

Source SQ19, N=33. In this analysis, Very likely=Likely and Very Unlikely=Unlikely.

4.1.3 Other Factors at the Individual level that can hinder or encourage staff participation

To obtain this information respondents to state or list factors that hinder or encourage staff participation in workplace Christian fellowships and their responses for individual factors are summarized below.

Table 8: Factors that encourage and hinder staff participation in MUJCSF

Factors that hinder	Factors that Encourage

1. Lukewarmness/Complacency/Lack of Commitment	1. Proper planning
2. Laziness	2. Prayer
3. Discouragement	
4. Poor time management	

Source SQ24, N=33, IQ18 and IQ20, N=10

4.2 MUJCSF PROGRAM-RELATED DETERMINANTS

To identify MUJCSF program-related determinants, several questions were asked to collect information on different aspects of MUJCSF, as detailed below.

4.2.1 MUJCSF Publicity

In order to obtain information on MUJCSF communication, questions on different aspects of MUJCSF were asked as detailed below.

4.2.1.1 Awareness of MUJCSF and MUJCSF program activities

Over ninety percent (90%) of the respondents said they were aware of the MUJCSF while about 70% said they were aware of MUJCSF program activities.

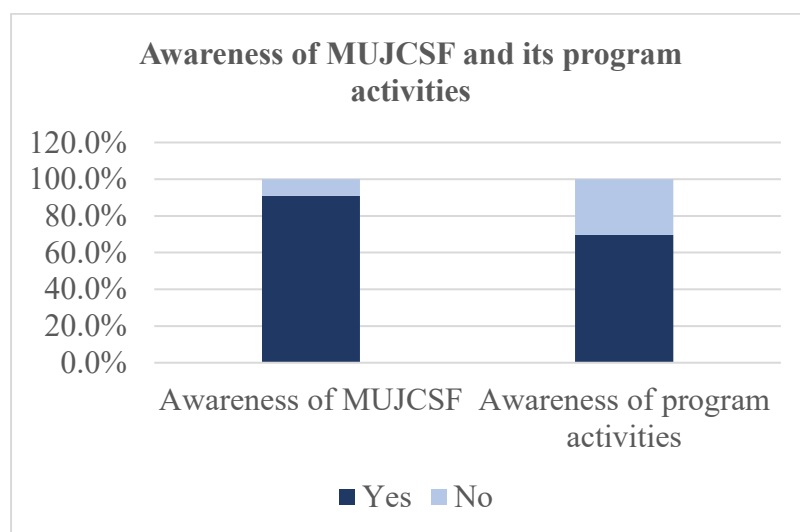


Figure 8: Awareness of MUJCSF and its program activities

Source SQ8 and 10, N=33

These questions were asked to only respondents of the Survey questionnaire. This was not asked in the interview because all Interviewees are aware of the MUJCSF and its programs activities.

4.2.1.2 Knowledge of MUJCSF vision and mission?

Less than 50% of the respondents know the Vision of MUJCSF.

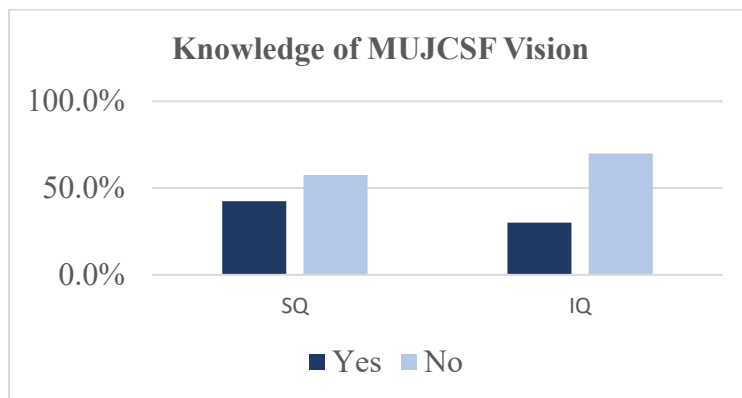


Figure 9: Percentage of respondents who know MUJCSF vision

Source SQ9, N=33, IQ8, N=10.

Regarding the mission, more 60% of the Interviewees did not know the mission.

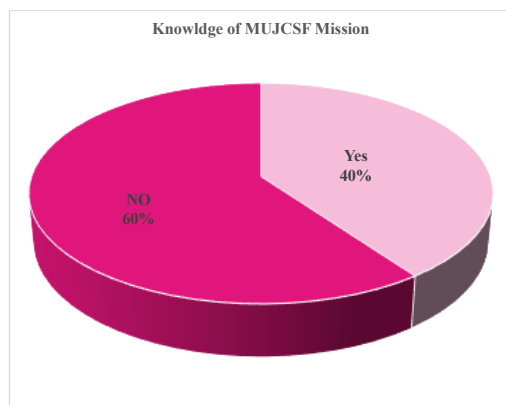


Figure 10: Knowledge of MUJCSF mission

Source IQ9, N=10. Only Interviewees were asked this question.

4.2.1.3 Publicity of MUJCSF activities

Respondents were asked if they received Fellowship reminders from MUJCSF. Results obtained show that over 70% percent of the Survey questionnaire and 90% of the Interviewees, said that they receive reminders for the fellowship meetings, as detailed in Table 9 below.

Table 9: Percentage of respondents who receive fellowship reminders.

	Yes	No	Non-respondents
SQ	72.7%	21.2%	6.1%

IQ	90.0%	10.0%	0.0%
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Source SQ13, N=33; IQ10, N=10

For the Interviewees, they were asked to mention two preferred means of communication and 40% of the interviewees said their preferred either SMS and WhatsApp or Email and WhatsApp. All Interviewees mentioned WhatsApp as one of their preferences. Details are shown in figure 11.

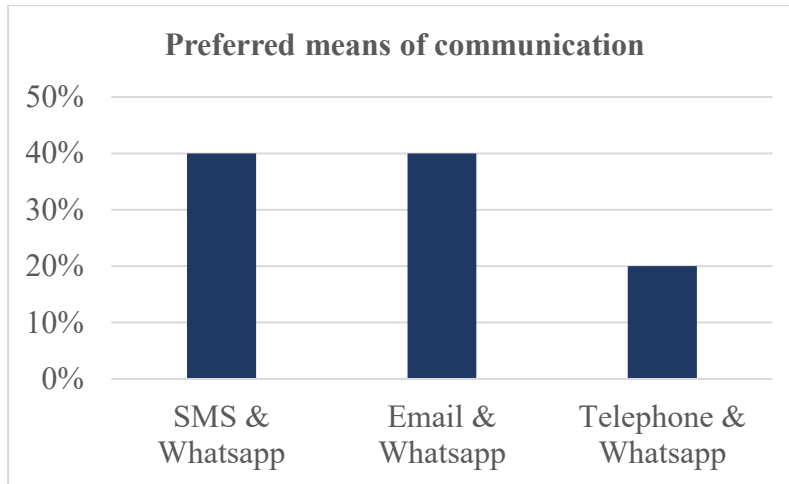


Figure 11: Preferred means of communication

Source IQ11, N=10

4.2.2 Relevancy of MUJCSF activities

Eighty percent of the questionnaire respondents and over 95% of Interviewees, agree that the MUJCSF activities are relevant while none says that they MUJCSF are not relevant. For one person (3.70%; N=27) and two people (20%, N=10) said they were somewhat relevant. Six questionnaire respondents were non-responsive, and these were the ones who said they have never attended the MUJCSF and hence were not considered in this analysis. The Interviewee who said that they were somewhat relevant mentioned that it is because the topics to be shared are decided on by the leadership and the fellowship members are not consulted.

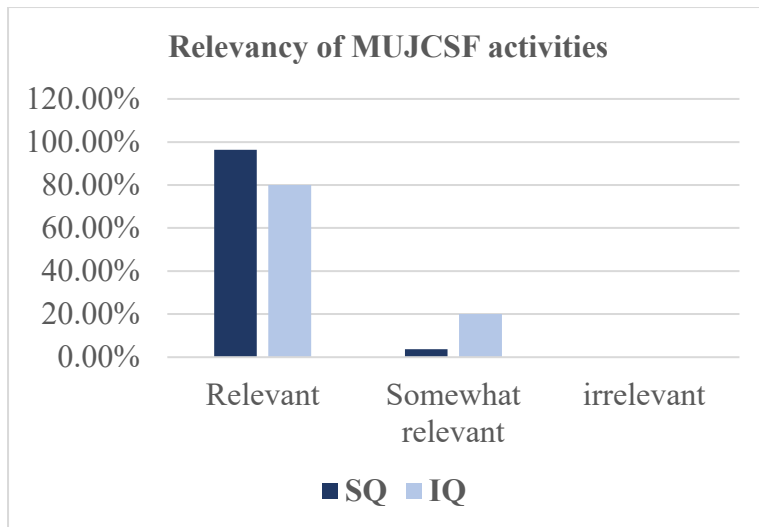


Figure 12: Relevancy of MUJCSF activities

Source: SQ17, N=27; IQ15, N=10. For this analysis, Very relevant/relevant=Relevant; Very irrelevant/irrelevant=Irrelevant).

4.2.3 MUJCSF Scheduling

To obtain this information, respondents were asked if the time designated for MUJCSF (1-2pm) interferes with some University activities. According to the results in Figure 11, 90% of the Interviewees and about 25% of Questionnaire respondents, agree that the time designated for MUJCSF activities does not interfere with other University activities. About 10% of both Questionnaire and Interview, respondents agree that there is interference and over 60% of Questionnaire respondents agree that sometimes the MUJCSF interfere with university activities. Among the Interviewees who said that there is no interference, they added that when the MUJCSF interferes, this is usually not planned.

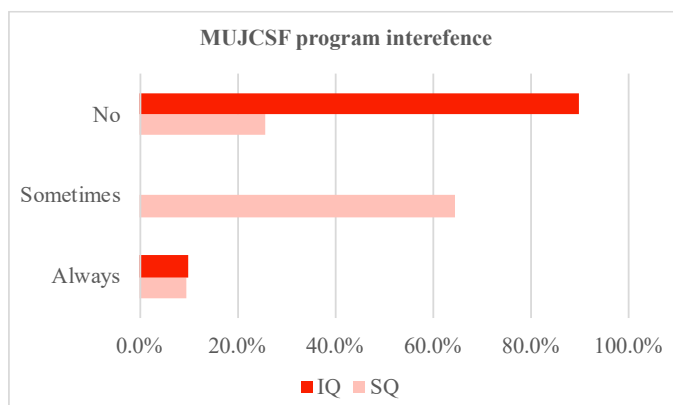


Figure 13: Interference of MUJCSF activities

Source SQ14, N=31; IQ12, N=10

Results from both tools, show that work (Research and teaching), meetings, lunch and other activities (personal), are the activities which interfere most with the fellowship time. Figure 14 summarises the activities which compete for time with MUJCSF.

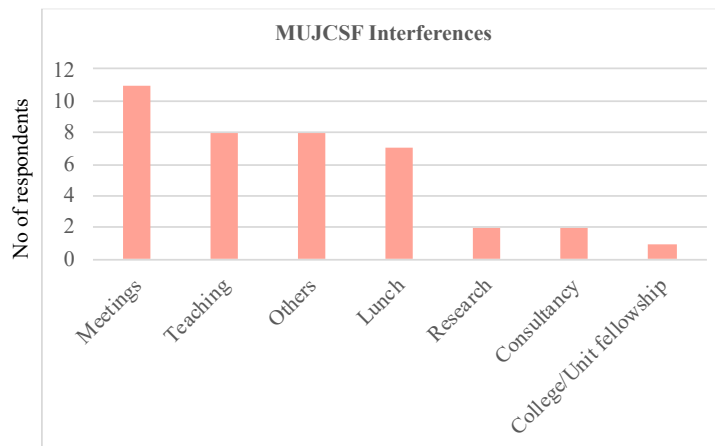


Figure 14: Activities MUJCSF interferes with

Source: SQ14. Here responders gave more than one response; numbers represent number of times an activity was mentioned by the respondents.

4.2.4 Conduciveness of MUJCSF venue

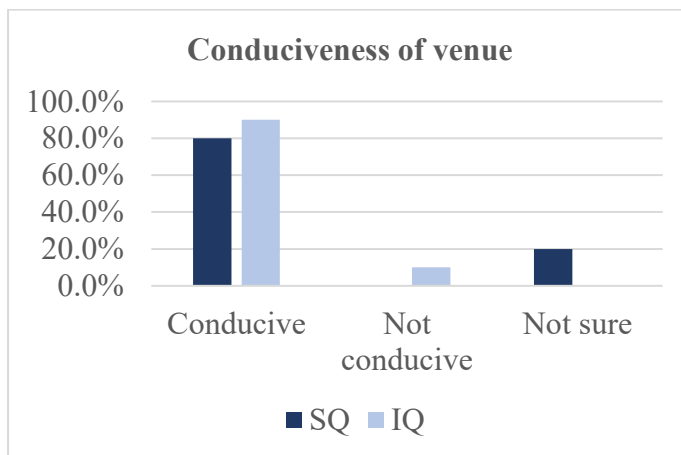


Figure 15: Conduciveness of MUJCSF venue

Source: SQ16, N=30; IQ14, N=10

Ninety percent (90%) of all those interviewed (IQ) said that the venue is conducive and only one Interviewee said the venue was not conducive and on asking him to explain, he said the reason is not location per se but rather the lack of equipment to make the fellowship vibrant. On the other hand, 80% of the Survey questionnaire respondents said that the venue is conducive, 20% were not sure if it is conducive. There were 3 non-respondents and these

being among those who had earlier said that they had not attended the MUJCSF; these were not included in the analysis. See details in Figure 13 above.

4.2.5 Other MUJCSF program-related factors

When asked what can hinder and how MUJCSF can encourage staff participation, respondents gave several reasons as summarized in Table 10 below.

Table 10: Factors which hinder or encourage staff participation in workplace Christian fellowships

Factors that Hinder	Factors that encourage
-Limited information about MUJCSF -Bad relationships/poor image of fellowship members -Bad image of invited Guest Speakers -Irrelevant activities -Poor time keeping -Accessibility of venue for physical attendance -No virtual option	-Publicity about MUJCSF Vision and Mission -Regular Communication/reminders -Prayer -Mobilisation through Colleges -Including Social events to help in bonding -Facilitate venue with equipment -Include an online option for attending MUJCSF -Time keeping; keep within the designated time -Evangelism/Win souls -Engage all staff/Colleges/Units in different activities e.g leading services, sharing, free sharing -Invite Speakers from outside Makerere University

Source SQ24, N=33, IQ18 and IQ20, N=10

4.3 MAKERERE UNIVERSITY (INSTITUTIONAL) DETERMINANTS

Information was gathered on several aspects of Makerere University such as position of Makerere University of Spirituality, presence of designated places of worship and Management support for workplace Christian fellowships, as detailed below.

4.3.1 Position of Makerere University on Spirituality in the workplace

Although there is no information in the General policies that encourages people to be part of workplace fellowships, there is information on places of worship for Anglicans, Catholics and Muslims on the student portal. According to the statement, “Makerere University encourages participation in religious activities at the two chapels and Mosque”. In addition, information

regarding their location and worship times is detailed on the page and students are also informed that there are other places of worship within the University environment. (<https://mak.ac.ug/students/religion-spirituality>).

Presence of places of worship is one thing but to being aware is another. The respondents were asked if there were places of worship in Makerere University and the results are summarized in figure 14.

4.3.2 Awareness of presence of places designated for worship in Makerere University

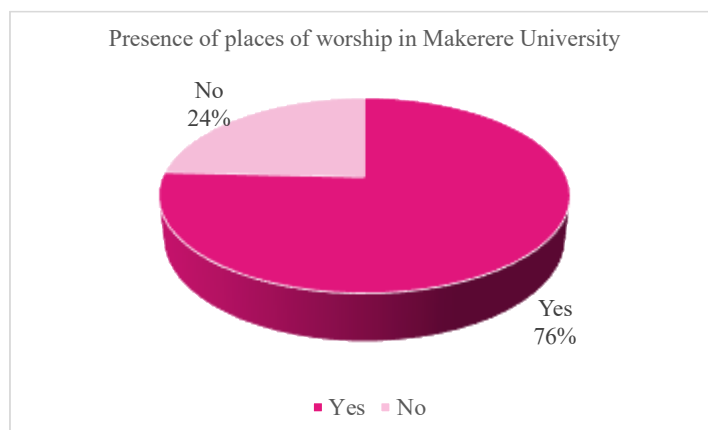


Figure 16: Awareness of presence of worship in Makerere University

Source SQ22, N=33

Seventy-six percent (76%) of the respondents said they are aware of places designated for worship at Makerere University while 24% said they were not aware. Interviewees were not asked this question because all of them have attended fellowship before and are aware of this.

4.3.3 Pressure to prioritize work over a workplace fellowship

More than 50% of respondents said that they are not under any pressure to prioritize work assignments over MUJCSF because the time designated for the fellowship is lunchtime and not time when they should be working.

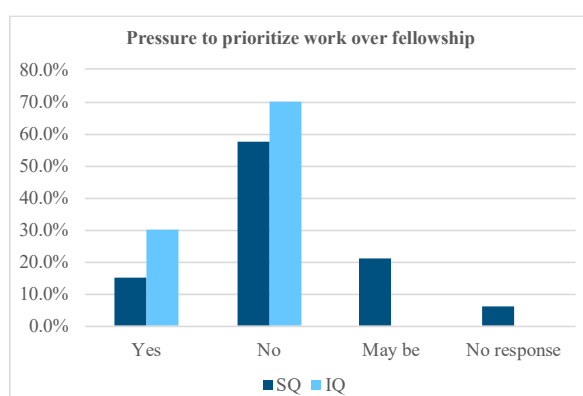


Figure 17: Pressure to prioritize work over fellowship

SQ23, N=33; IQ21, N=10

4.3.4 Makerere University encourages staff participation in workplace Christian fellowships

Ninety percent (90%) of the Interviewees said that Makerere University supports Workplace Christian fellowships. According to them, although this is not done directly, it is supported by the facts that i) There is freedom of worship, ii) there are places designated for worship and the Spiritual leaders are on Makerere University payroll iii) There have been no hinderances/resistance from University Management and iv) When prayer breakfasts are organized and University Management is invited, they attend.

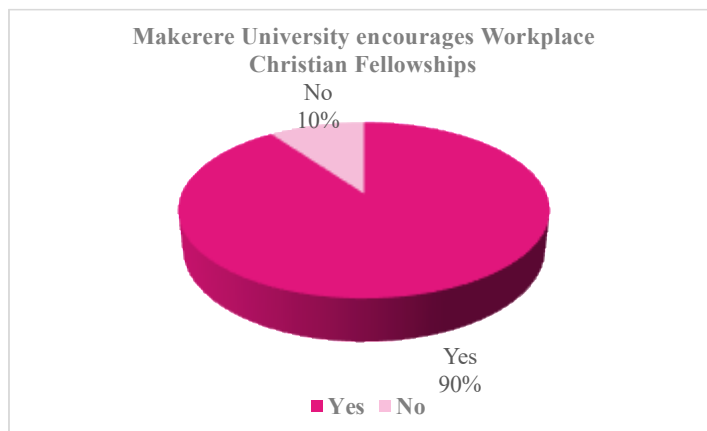


Figure 18: Makerere University support for Workplace Christian fellowships

Source IQ20, N=10

I also asked respondents to list factors that hinder or encourage participation in Workplace Christian fellowship and below is a summary.

4.3.5 Other factors that hinder or encourage staff participation in workplace fellowships.

Table 11: Institutional factors that hinder or encourage staff participation in workplace fellowships

Hindrances	What Encourages
1. Heavy workloads	1. Adequate staffing to reduce workloads
2. Non-involvement of University Management in MUJCSF	2. Involvement of University Management in MUJCSF
3. Clashing timetables	

CHAPTER 5.0 DISCUSSION AND CONCLUSIONS

With low and stagnated numbers of Makerere University participating in the MUJCSF, this study set out to identify determinants of staff participation. I reviewed information on Makerere University website, policies and guidelines and used both Survey questionnaire (https://docs.google.com/forms/d/e/1FAIpQLSfHRS6gcu19sxLL4_3kyJzk0YBw5h1waB-33UNT685dEmPCMQ/viewform?usp=header) and Interviews (Appendix iii), tools to gather the required information. The information gathered is comparable although in the case of interviews the number of people interviewed (10) was less than 50% of those who responded to the Survey questionnaire (33). In addition, I used both open-ended and Close-ended, questions, to ensure completeness of data. For example, when explanations or detailed answers were needed to know why the respondents think a workplace fellowship is necessary or not, or when I needed to gather information on the factors the respondents think can hinder or encourage staff participation. The information collected was analysed using Excel to obtain graphs, charts, list and correlation coefficients.

5.1 DETERMINANTS OF STAFF PARTICIPATION IN THE MUJCSF

There are several determinants and these were divided into 3 categories as detailed below.

5.1.1 Individual determinants

The demographics show that more females participated in the study which is also representative of the actual participation in the MUJCSF (personal information). This agrees with the global trends that more women than men, especially among Christians participate in religious activities (Pew Research center report, 2016). This also agree with findings of a study by Evangelical focus (Evangelical Focus, 2026).

Regarding age, the majority (81.8%, Appendix 4) of participants are 40 years and above and have been in service at Makerere University for more than 10 years. According to a review by Zimmer and colleagues, older people tend to get more involved in religious activities than younger people (Zimmer et al 2016) which also agrees with findings by Murat (Murat, 2017). There is also possibility that the older people are mature in Christianity and understand the need to be committed to such fellowships. The observation that most of those who participated (an even attend fellowship) have master's and doctorate degrees (81.8%; Appendix 4) agrees with findings that education positively influences belief in God and hence increases

participation in Religious activities (Schwadel, 2011). On the contrary, this observation is not in agreement with findings that Education impacts religiosity negatively (Javier, 2012).

In addition, most of the participants are married and are Pentecostals. Their participation may be influenced by their beliefs and the fact that whereas there are designated places of worship for Anglicans and Catholics, there is none for Pentecostals and hence they see the MUJCSF as their home. Several studies show a positive correlation between Spiritual beliefs and marital satisfaction, which can positively influence participation in religious activities (Raesi et al 2025).

The religious affiliation may have been influenced by the fact that the places of worship for the Anglicans and Catholics are a stone-throw; they may prefer to be part of the fellowships within their affiliations. This may be true for the Conservatives who prefer to stay within their religions. In addition, some conservatives who are not Anglicans might not free to worship in the facilities of the Anglican church where the venue of MUJCSF is; this was alluded to by one of the respondents. This may call for a need to get a venue that is neutral to encourage many to attend. It is also important to create awareness of the MUJCSF vision and mission so that all Christians know that it is non-denominational. Finally, religious affiliation may have been greatly influenced by the study population.

Despite the above observations, the demographics were not directly related to start participation but rather a representation of those who participated in the study.

A correlation analysis done to determine the strength and direction of the relationship between selected variables (gender, age, Education level, Marital status, Religious affiliation and Duration at Makerere University) and staff participation in the MUJCSF show that (Table 7) there is a weak to moderate relationship between the different selected variables (Gender, age, Education level, Marital status, Religious affiliation and Duration at Makerere University) and staff participation in the MUJCSF. This means that none of the independent variables on its own is sufficient to determine participation; other factors are involved. A small sample size was used for both Questionnaire and Interview, which can limit the power to detect differences and has a low confidence level. A larger sample size is recommended to obtain more reliable results.

According to information gathered on necessity of workplace fellowships (Figure 6), all respondents say a workplace fellowship is necessary and over 90% say MUJCSF is relevant. These results indicate that they have a very good attitude of workplace fellowship and MUJCSF and hence attitude is not a hindrance.

Other factors that hinder staff participation are lack of commitment, laziness, discouragement and poor time management were mentioned. To encourage participation, they suggested prayer and proper planning. Through prayer indeed many can be encouraged, strengthened and empowered to be committed. In Isaiah 40:30 we are encouraged that those who wait upon the Lord shall renew their strength while in the book of Galatians 6:2 we are encouraged to carry one another's burdens.

5.1.2 MUJCSF Program determinants

To obtain information on the MUJCSF determinants, questions on awareness of MUJCSF, knowledge of MUJCSF vision and mission, Publicity of MUJCSF activities, Scheduling of MUJCSF activities, relevancy of MUJCSF and conduciveness of MUJCSF venue, was gathered.

According to Figure 8, 91% (n=33) of the survey questionnaire respondents were aware of the MUJCSF while 69.7% are aware of the MUJCSF program activities. It is possible that the 21.3% (91-69.7%) got to know about the fellowship through colleagues who are their friends or within the Colleges/units, but do they not have adequate information and hence do not attend the fellowship. Those who are not aware of MUJCSF and its program activities (9%) have never been reached by any kind of mobilization. This calls for a mobilization strategy to not only let people know about the existence of MUJCSF but to also provide adequate information about its program activities.

Over 50% of the respondents do not know the MUJCSF Vision and mission (Figure 9 and 10). This must have been an oversight on the part of MUJCSF leadership and indeed the vision and mission are rarely talked about. Those who know the vision and mission, are either current MUJCSF leaders or have been on the MUJCSF leadership team before. People participate in fellowships whose vision is clear and aligns with their values and needs. Without this knowledge it is very difficult for people to be committed. This might be the main reason why most people do not participate in the fellowship. There is need to arrange for vision casting in

all Colleges/Units and periodically remind people of the vision so that they stay connected. In addition, awareness can be created by using different platforms such as email, WhatsApp and SMS.

Regarding publicity of MUJCSF activities, over 70% percent of the Survey questionnaire respondents and 90% of the Interviewees, said that they receive reminders for the fellowship meetings (Table 9). MUJCSF does not have contact details of those who have not been reached. Some of those who do not receive reminders may have attended fellowship before and provided their contact details which may have changed and hence the need to get updated contacts. There is need to remobilize and get contact information for all Christians in the Colleges/Units. This can be done through Colleges/Units representative on the committee. Regarding preferred means of communication (Figure 11), 40% said they preferred SMS and WhatsApp or Email and WhatsApp. Those who mentioned Email and WhatsApp said that although WhatsApp communication can be the best, communication tends to get lost in the many messages people receive while emails are received individually and hence rarely missed. SMS was said to be good because it does not require internet connection and hence members who are offline or do not have Smart phones can still be reached. Members who receive reminders added that adequate communication is not only about using several means of communication and communicating close to the event but also means sending frequent reminders instead of sending when it is a few days, to the event. The additional results obtained also indicated that in the communication, it is important to draw a Semester program (topics/activities) and share with members well in advance so that members plan their time since some of them only attend fellowships when there is a relevant topic/activity. Getting the program communicated early also helps with planning so that members do not schedule other activities. I therefore suggest that emails be used especially when sharing the program and have scheduling that sends frequent reminders. This can be coupled with SMS and WhatsApp reminders. In addition, administration of WhatsApp platforms can be limited to only MUJCSF publicity and if a communication is considered very important, it can be pinned.

On the relevancy of the topics/activities, although about 80% of questionnaire respondents and 95% of Interviewees say that MUJCSF activities are relevant, some said they were somewhat relevant (Figure 12) because the leadership decides on which topics to be shared and hence the need to involve MUJCSF members in suggesting topics from which those to be considered are selected. This indicates that there is need to improve in this area by including more topics and

activities, as suggested in section of Additional results (Appendix 4). Besides Spiritual nourishment, respondents suggested other activities such as Parenting talks, financial stewardship, social events, Engage children of staff, etc. MUJCSF needs to adopt a holistic approach to improve relevancy. However, including more activities may require MUJCSF to find additional time (e.g weekends for staff or weekend days during holidays for children) when such activities can be done.

When asked if MUJCSF interfered with Makerere University activities (Figure 13 and Figure 14), most respondents said that there was no interference. Some interviewees mentioned that the fellowship time does not necessarily interfere with Makerere University activities, but rather that the latter sometimes take longer than planned thereby encroaching on the MUJCSF time. Several activities competing for time with MUJCSF were mentioned and these include work (Research and teaching (clashing lectures) meetings, lunch, consultancies and other personal engagements. This may be a difficult problem to solve but members need to prioritize the fellowship since it is not official time for working and carefully plan their time. In addition, the MUJCSF leadership can find ways of providing a meal (can even be a snack) during the fellowship so that members do not have to worry about that. Time keeping by MUJCSF was also suggested so that members who have work beginning at 2pm can be in time.

Results on conduciveness of the venue show that although 90% of interviewees and about 80% in the Survey questionnaire respondents said the venue is conducive, 20% of the questionnaire respondents said they were not sure (Figure 15) and one Interviewee said it was not conducive. Given the location, there are staff who are in far (CHS, COVAB) who may not make it for the lunch hour fellowship. This was confirmed when interviewees suggested the need to have a blended (physical and online) fellowship to include those who are far from the venue, are off campus or when they are caught up with work and fail to leave early, at the time of the fellowship. Since most Colleges/Units are on the main campus, we could consider having the MUJCSF leadership visit the CHS (at Mulago, not on main campus) fellowship regularly. The other aspect about venue is the fact that it is at the Anglican church premises which may discourage some conservatives who are from different denominations in which case an online option would work well for them. Some respondents also suggested rotational fellowships where we hold the MUJCSF in the different colleges would be a solution while others disagreed. Based on the results and information obtained, venue can be a determinant and hence a hybrid option might be one of the solution. Finally, one interviewee said that we should use

the main auditorium for St Francis Chapel; that is not possible given that they usually hold lunch hour fellowships there. I would therefore suggest that the MUJCSF considers buying a Musical instrument e.g guitar or piano to make the fellowship vibrant.

Other MUJCSF program-related hindrances and solutions, are summarized in Table 10. The fellowship should be careful about which Speakers are invited. Previously, when a committee member suggested a Speaker, they would be considered; going forward there is need to vet them. Regarding bad image of some members of the fellowship, I suggest the fellowship to continue encourage members to live their lives as to honour God; as believers we need to bear the fruit of the Holy Spirit (Gal 5:22) It is not possible to please everyone but it is key to live up to the required standard. Other ways to improve participation is to carry out evangelism and to involve members from different Colleges in the programming.

5.1.3 Makerere University (Institutional) determinants

There is no information in Human Resource Manual or General policies that encourage people to be part of workplace fellowships. However, there are designated places of worship for Anglicans, Catholics and Muslims. In some Colleges e.g COVAB, CONAS, CAES, there are places of worship where staff and students can meet. According to most respondents, Makerere University does not hinder people from attending fellowships and it has actually provided places of worship. However, the Management does not attend these fellowships; their participation would be an encouragement to staff to attend fellowships. Other respondents said they were encouraged by the fact that Management attends prayer breakfasts when invited. As a fellowship, there should be efforts towards encouraging Participation of Management when they are able to minister to the members. However, MUJCSF members should be encouraged to attend whether Management attends or not; what is key is that Management is in support and does not hinder participation. Some of the problems such as clashing lectures and work overload can be handled through other avenues such as affected departments/units and not directly by the MUJCSF. Whereas we encourage Christians to attend fellowship, Christians should be encouraged that failure to attend fellowship due to work engagements is not a sin because work is also as an act of worship to God. Although the Management is supportive of workplace Christian fellowships, some respondents cited persecution from colleagues of other religions and in some cases college fellowships have been abolished by the College leaders and hence no place to meet. These even go ahead to ensure they fix meetings when fellowships are scheduled. With this we can only encourage them and pray.

5.1.4 Other factors

Prayer came up as a key factor. This being a spiritual activity, there is Spiritual resistance and hence the need to intensify prayers to see increased participation of staff. Given the very short lunch time we have, some members suggested that we organize prayer retreats and overnights.

CHAPTER 6.0 RECOMMENDATIONS

Given the above discussion and conclusions, I recommend the following

1. There is need to create awareness of the MUJCSF among Makerere University staff with a strong focus on the vision and mission. This can be done by
 - i) Using a Social media account where information about MUJCSF can be shared and we ask members to connect with us so that they always receive notifications whenever we post. Currently there is a WhatsApp group, but it seems not all members are included.
 - ii) Committee members should visit the different colleges and talk about MUJCSF and why it exists (vision and mission).
 - iii) There is also need to continually engage leaders of college fellowships and encourage them to talk about MUJCSF during their meetings
2. Adequate communication. For this I recommend the following
 - i) Ask College fellowship leaders to update contact lists (emails, WhatsApp number) so that we can be able to reach all Christians.
 - ii) Update mailing lists and WhatsApp groups. All communications should consider emails, WhatsApp and SMS.
 - iii) Draw a fellowship program with topics at least for the entire semester and communicate this to the members at the beginning of the semester.
 - iv) Sending frequent (weekly) reminders of the fellowship activities so that members do not forget.
3. In order for MUJCSF to be more relevant. I suggest the following
 - i) Consulting members of the fellowship in the topics and activities. This can be done through their college leaders and the MUJCSF harmonizes.
 - ii) There should be holistic approach as much as possible so as to meet members' different needs.
 - iii) We should include activities that target not only the staff but also their families.
4. Regarding venue, there is need to work towards having blended fellowships; physical and online. However, this may not work in very near future due to financial constraints.

5. There is need to intensify prayers. I suggest extended times of prayer e.g retreats at the start and end of the semester, and an overnight trip for the Committee members monthly. MUJCSF can schedule both physical and online, prayer meetings and the length of the prayer meeting can be agreed upon.
6. There is need to identify Colleges/Units where believers are being persecuted for prayer purpose and to visit them and encourage them.
7. There is need to consider providing lunch even if it is a snack and a drink. Right now this may not be possible, but discussions can start on how funds can be raised to meet this need.
8. Finally, there is need to encourage acts of love among fellowship members e.g giving, providing counselling, pray for individual needs, visit each other and those in need or those who have problems.

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8.0 APPENDICES

8.1 APPENDIX 1: COLLEGES/UNITS AT MAKERERE UNIVERSITY

Table 12: Colleges/Units at Makerere University

No	College/Unit	Abbreviation
1	College of Agricultural and Environmental Sciences	CAES
2	College of Engineering and Technology	CEDAT
3	College of Education and External studies	CEES
4	College of Health Sciences	CHS
5	College of Humanities and Social Sciences	CHUSS
6	College of Business and Management Sciences	COBAMS
7	College of Computing and Information Sciences	COCIS
8	College of Natural Sciences	CONAS
9	College of Veterinary medicine, Animal resources and Bio-security	COVAB
10	East African School of Library and Information Science	Library
11	School of Law	SOL
12	Main Administration	Administration

1.7 APPENDIX 2: SURVEY QUESTIONNAIRE TOOL

<https://docs.google.com/forms/d/1mV0jMAHAPq8lP6X7mBfpfmeph3kBID5-Tt87vVUbUAo/edit?pli=1#responses>

MAKERERE UNIVERSITY JOINT CHRISTIAN STAFF FELLOWSHIP

SURVEY QUESTIONNAIRE

Section A: Introduction

Hello, I am Dr Nerima Barbara Paito (Mrs), a Lecturer at College of Natural Sciences and a student at Uganda Christian University. You have been chosen as a respondent for my research in partial fulfillment of the requirements of MA in Organisational leadership and Management. The study aims at identifying the factors that determine the participation of the Makerere University Christians in the Makerere University Joint Christian Staff Fellowship (MUJCSF). Your honest responses. Your answers and your identity will be treated with utmost confidentiality and only for purposes of research. Please endeavor to answer all the questions while bearing in mind that there is no wrong and right answer.

If you need any clarification, please ask the survey administrator, otherwise this survey is estimated to take not more than 30 minutes of your time.

Thank you so much for your time and help. God bless you!

Section B: Demographics

1. Gender

0=Male

1=Female

2. Age category:

1=20-29

2=30-39

3=40-49

4=50-59

99= No response

3. Educational level

1=Diploma

2=Bachelors degree

3=Masters degree

4=Doctorate

99= No response

4. Marital status

1=Single

2=Married

3=Separated

4=Divorced

5=Widowed

6=Co-habiting

99= No response

5. Religious affiliation

- 1=Anglican
- 2=Catholic
- 3=Pentecostal
- 4=Orthodox
- 5=Other (Specify)
- 99= No response

6. College/Unit

- 1=CAES
- 2=CEDAT
- 3=CEES
- 4=CHS
- 5=CHUSS
- 6=COBAMS
- 7=COCIS
- 8=CONAS
- 9=COVAB
- 10=Library
- 11=SOL
- 12=Administration (Not affiliated to any College)
- 99=No response

7. Duration at Makerere University

- 1=1-5 years
- 2=6-10 years
- 3=11-20 years
- 4=21-30 years
- 5=31 or more years
- 99=No response

Section C: Participation in the Makerere University Joint Christian Staff Fellowship (MUJCSF)

8. Awareness of MUJCSF

- 1=Yes
- 2=No
- 99=No response

9. Knowledge of MUJCSF vision

- 1=Yes
- 2=No
- 99=No response

10. Awareness of MUJCSF program

- 1=Yes
- 2=No
- 99=No response

11. Attended MUJCSF

- 1=Yes
- 2=No
- 99=No response

12. No of times attended MUJCSF

- 1=1-3 times
- 2=4 or more times
- 99=No response

13. Receives MUJCSF communication

- 1=Yes
- 2=No
- 99=No response

14. Activities interfere with MUJCSF

- 1=Always
- 2=Not at all
- 3= Sometimes
- 99=No response

15. Activities interfering with MUJCSF

- 1=Teaching
- 2=Research
- 3=Meetings
- 4=College Fellowship
- 5=Consultancy
- 6=Lunch
- 7=Other (specify) _____
- 8=Not applicable
- 99=No response

16. Conduciveness of MUJCSF venue

- 1=Conducive
- 2=Not sure
- 3=Not conducive
- 99=No response

17. Relevancy of MUJCSF topics/activities

- 1= Very relevant
- 2= Relevant
- 3=Somewhat relevant
- 4= irrelevant
- 5= Very irrelevant
- 99=No response

18. Suggested fellowship activities/topics

- 1= Dealing with conflict
- 2= Sharing testimonies

- 3=Relationships
- 4= Being an effective Christian
- 5= Altars
- 6=Spiritual warfare
- 7=Priesthood,
- 8=Understanding covenants
- 9=Understanding times and seasons (spiritual gates)
- 10=Idolatry
- 11=Prayer
- 12=Repentance
- 13=Evangelism
- 14=Corruption
- 15=Counselling
- 16=Team building
- 17=Work-life balance
- 18=Foundations
- 19=Financial Stewardship
- 20=Bible study
- 21=Work ethics
- 22=Parenting
- 24=Not applicable

19. Likelihood to recommend MUJCSF

- 1=Very likely
- 2=Likely
- 3=Unlikely
- 4=Very unlikely
- 99=No response

20. Why unlikely to recommend MUJCSF

- 1= Not applicable
- 2= Other commitments
- 3= I have no information to share

21. Necessity of Workplace Christian fellowship

- 1=Yes
- 2=No

Explain

- 1=Obeying command of need to fellowship/avenue to fellowship
- 2=Avenue for empowerment (Share God's word,
- 3=Encouragement
- 4=Sharing personal burdens
- 5=Enforcing unity among staff
- 6=Dealing with workplace challenges
- 7=Witnessing
- 8=We need/depend on God
- 9=Accountability
- 99=No response

22. Places designated for worship in Makerere University

- 1=Yes
- 2=No
- 99=No response

23. Staff under pressure to prioritise work over fellowship

- 1=Yes
- 2=No
- 99=No response

24. What encourages participation in workplace fellowships

- 1=Adequate communication (Facebook, Whatsapp, SMS, emails, one-on-one Frequent)
- 2=Topic/activities
- 3=Facilitator/Speaker
- 4=Lunch/Luncheons
- 5= Blended fellowship (Online and physical)
- 6=Creating awareness about fellowship and its programs/Mobilization
- 7= Caring for one another
- 8=Prayer
- 9=Involvement of staff in leading or sharing

25. Additional comments _____

CONTACT INFORMATION

For more information about the Makerere University Joint Christian Staff Fellowship (MUJCSF). Please contact me. Dr Nerima Barbara, +256783716576, nerima.barbara@gmail.com

8.3 APPENDIX 3: INTERVIEW TOOL

MAKERERE UNIVERSITY JOINT CHRISTIAN STAFF FELLOWSHIP

INTERVIEW

(My Interviewees are believers in the Makerere University Joint Christian Staff fellowship. I will be asking demographic questions #1-7 before we start the interview). The Interview is estimated to take no more than 20 minutes.

Interview no: _____ Date _____

Section A: Introduction

Hello, I am Dr Nerima Barbara Paito (Mrs), a Lecturer at College of Natural Sciences and a student at Uganda Christian University. You have been chosen as a respondent for my research in partial fulfillment of the requirements for MA in Organizational leadership. The study aims at identifying the factors that determine the participation of the Makerere University staff in the Makerere University Joint Christian Staff Fellowship (MUJCSF). I request for your honest responses. Your answers and your identity will be treated with utmost confidentiality and only for purposes of research. Please bear in mind that there is no wrong and right answer.

Section B: Demographics

26. Gender

0=Male

1=Female

27. Age category

1=20-29

2=30-39

3=40-49

4=50-59

99= No response

28. What is your Educational level?

1=Diploma

2=Bachelors degree

3=Masters degree

4=Doctorate

99= No response

29. What is your Marital status?

1=Single

2=Married

3=Separated

4=Divorced

5=Widowed

6=Co-habiting

99= No response

30. What is your Religious affiliation?

- 1=Anglican
- 2=Catholic
- 3=Pentecostal
- 4=Orthodox
- 5=Other (Specify)
- 99= No response

31. To which College/Unit do you belong?

- 1=CAES
- 2=CEDAT
- 3=CEES
- 4=CHS
- 5=CHUSS
- 6=COBAMS
- 7=COCIS
- 8=CONAS
- 9=COVAB
- 10=COVAB
- 11=SOL
- 12=Administration (Not affiliated to any College)
- 99= No response

32. How long have you worked at Makerere University?

- 1=1-5 years
- 2=6-10 years
- 3=11-20 years
- 4=21-30 years
- 5=31-40 years
- 99= No response

Section C: Participation in the Makerere University Joint Christian Staff Fellowship (MUJCSF)

33. Do you know the vision of the MUJCSF?

- 1=Yes
- 2=No
- 99= No response

Additional comments _____

34. Do you know the Mission of the MUJCSF?

- 1=Yes
- 2=No
- 99= No response

Additional comments _____

35. Do you receive reminders before the fellowship meetings?

1=Yes

2=No

99= No response

Additional comments _____

**36. Which of the following are the most preferred methods of communication?
(select two)**

1=Email

2=SMS

3=Telephone call

4=Whatsapp

99= No response

**37. Does the time (1-2pm) designated for MUJCSF interfere with other
University activities?**

1=Yes

2=No

99= No response

38. If yes for question 12, which activities?

39. Is the venue of the MUJCSF conducive?

1=Conducive

2=Not sure

3=Not Conducive

99= No response

Additional comments _____

40. Are the topics/activities shared at the MUJCSF relevant to believers?

1=Very relevant

2=Relevant

3=Somewhat relevant
4=Not relevant
5=Very irrelevant
99= No response

Relevant=very relevant, irrelevant=very irrelevant

If Not explain

41. Is a Workplace Christian fellowship necessary?

1=Yes
2=No
99= No response

Explain your answer

1=The word of God tells us in Hebrews 10:25 not to give up the habit of meeting,
2= we are encouraged, uplifted, edified renewed
3=We also get to learn from Gods word. There are times of refreshing in Gods presence the word of God brings refreshing.
4=Avenue for networking
99=No response

42. What topics/activities need to be included in a Workplace fellowship program?

Activities

1=Social events for bonding e.g End of year parties, outings to interact and get to know each other more
2=Retreats e.g prayer retreats quarterly or twice a year
3=Open fellowship (Open sharing)
4=Bible study activities
5= Evangelism
6=Prayer walks
99=No response

Topics

1= How to resist compromise and stand for integrity in the work place.
2=Leadership
3. Prayer altars/Spiritual warfare/Deliverance
4=Marriage
5=Parenting
6=Spiritual growth
7=Holy Spirit
9=Believer's manage in the workplace/in Makerere University
99=No response

43. What factors can hinder staff participation in workplace fellowships?

-
- 1=Too much work load
 - 2=Clashing programs at the set time/ Personal commitment/other fellowships
 - 3=Laziness/Lukewarmness/complacency/Lack of commitment
 - 4=Ignorance of Vision and mission/Limited information about MUJCSF
 - 5=Discouragement/Lack of morale
 - 6=Limited accessibility/Only Physical option available/it is far
 - 7=Poor time management
 - 8=Bad image portrayed by believers discourages people from joining the fellowship/
Poor relationships with fellowship members
 - 9=Poor time management
 - 10=Ministers invited are not as good or people are not adequate
-

44. In light of the MUJCSF, what should be done to encourage staff participation?

-
- 1=Regular/frequent communication/reminders
 - 2=Sensitization of fellowship existence and its vision and mission
 - 3=Reaching out to believers/Mobilise through College/unit fellowships
 - 4=Have a Hybrid option for those off main campus, delayed because of work
 - 5=Social events
 - 6=Prayer
 - 7=Facilitate venue with equipment
 - 8=Engage staff in sharing/Free sharing to allow all to participate/involve
colleges/units in leading service
 - 9=Invite Speakers outside Makerere University
 - 10=Evangelism to win souls who can join the fellowship
 - 11=Time keeping
-

45. Does Makerere University encourage staff participation in Workplace fellowships?

-
- 1=Yes
 - 2=No
 - 99= No response

Explain your answer

-
- 1=There is freedom of worship
 - 2=No resistance/No hindrance
 - 3=University Management is involved and fully supportive of Prayer breakfasts
 - 4=Spiritual leaders e.g for Anglicans, Catholics and Muslims, are on the pay role.
 - 5=Non denominational
-

46. Are you under pressure to deliver on your work assignments that you cannot attend the MUJCSF?

-
- 1=Yes
 - 2=No
-

99=No response

Explain your answer

I find no difficulty in attending fellowship except for some days where there are some activities which run through the time designated for fellowship such as meetings, workshops or when there is a tight deadline to meet.

47. Additional comments

CONTACT INFORMATION

For more information about the Makerere University Joint Christian Staff Fellowship (MUJCSF). Please contact me. Dr Nerima Barbara, +256783716576, nerima.barbara@gmail.com

8.4 APPENDIX 4: ADDITIONAL RESULTS

1. Demographics

Table 13: Demographics of Questionnaire respondents

		Male=11 (n=33 33.3%)	Female=22 (n=33; 66.7%)	Total (n=33)
Age Category	20-30 years	0.0%	3.0%	3.0%
	31-40 years	9.1%	6.1%	15.2%
	41-50 years	12.1%	30.3%	42.4%
	51-60 years	12.1%	27.3%	39.4%
Education level	Diploma	0.0%	9.1%	9.1%
	Bachelors	6.1%	3.0%	9.1%
	Masters	12.1%	21.2%	33.3%
	Doctorate	15.2%	33.3%	48.5%
Marital Status	Single	6.1%	15.1%	21.2%
	Married	27.3%	42.4%	69.7%
	Separated	0.0%	6.1%	6.1%
	Divorced	0.0%	3.0%	3.0%
Religious Affiliation	Anglican	15.1%	18.2%	33.3%
	Catholic	3.0%	0.0%	3.0%
	Pentecostal	18.2%	45.4%	63.6%
Duration at Makerere University	1-5 years	6.1%	6.1%	12.2%
	6-10 years	12.1%	0.0%	12.1%
	11-20 years	9.1%	30.3%	39.4%
	21-30 years	6.1%	27.2%	33.3%
	31 or more years	0.00%	3.00%	3.0%

Table 14: Demographics of Interviewees

		Male=4 (n=10, 40.0%)	Female-6 (n=10; 60.0%)	Total (n=10)
Age Category	20-30 years	0.0%	0.0%	0.0%
	31-40 years	0.0%	0.0%	0.0%
	41-50 years	20.0%	20.0%	40.0%
	51-60 years	20.0%	40.0%	60.0%
Education level	Diploma	0.0%	10.0%	10.0%
	Bachelors	0.0%	10.0%	10.0%
	Masters	30.0%	10.0%	40.0%
	Doctorate	10.0%	30.0%	40.0%
Marital Status	Single	0.0%	20.0%	20.0%
	Married	40.0%	40.0%	80.0%
	Separated	0.0%	0.0%	0.0%
	Divorced	0.0%	0.0%	0.0%
Religious Affiliation	Anglican	30.0%	0.0%	30.0%
	Catholic	10.0%	0.0%	10.0%
	Pentecostal	0.0%	60.0%	60.0%
Duration at Makerere University	1-5 years	0.0%	0.0%	0.0%
	6-10 years	0.0%	0.0%	0.0%
	11-20 years	10.0%	20.0%	30.0%
	21-20 years	20.0%	20.0%	40.0%
	31 or more years	10.00%	20.00%	30.0%

2. Topics and activities to be considered in workplace Christian Fellowship program

(Source SQ24. N=33)

- 1= Dealing with conflict
- 2= Sharing testimonies
- 3=Relationships
- 4= Being an effective Christian
- 5= Altars
- 6=Spiritual warfare
- 7=Priesthood,
- 8=Understanding covenants
- 9=Understanding times and seasons (spiritual gates)
- 10=Idolatry
- 11=Prayer
- 12=Repentance
- 13=Evangelism
- 14=Corruption
- 15=Counselling
- 16=Team building
- 17=Work-life balance
- 18=Foundations
- 19=Financial Stewardship
- 20=Bible study
- 21=Work ethics
- 22=Parenting