

**ORGANIZATIONAL SUPPORT AND EMPLOYEE COMMITMENT IN PUBLIC
SECTOR: A CASE STUDY OF KABALE DISTRICT LOCAL GOVERNMENT,
UGANDA**

BY

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DECLARATION

This dissertation is my original work and has not been presented for an award of a degree at any other university. I verify that I have consistently acknowledged the source of any quotes or references taken from the works of other authors.

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ABSTRACT

The goal of the study was to look into how employee loyalty in Kabale District Local Government is affected by organizational support. It was guided by three specific objectives: examining the relationship between supervisor support and effective commitment; assessing how working conditions affect continuance commitment in the public sector; and determining the extent to which rewards affect normative commitment in Kabale District Local Government. Using both qualitative and quantitative data gathering and analysis techniques, the study used a descriptive survey methodology. A sample size of 321 participants was chosen for the study using straightforward random and selective sampling methods. In order to gather data for this study, questionnaires, key informant interviews, and documentary approaches were employed. It was found that employees had benefited from supervisor support for role modelling behaviour since they joined Kabale DLG, and the majority (45.8%) agreed they had been receiving task support from their supervisor at Kabale DLG, which had improved their performance in their profession. The majority of the study's findings on how working conditions affect continuance commitment revealed 19.4% of respondents were unsure, while 78.8% objected to the physical working conditions. The majority of participants in the study (67.1%) felt secure in their employment at the end. From the study findings, it was found that the majority (51.9%) of the respondents disagreed that they receive enough pay for their work at Kabale DLG. There was a significant effect of supervisory support on affective commitment since the P-value ($0.00 < 0.05$), hence, the alternative hypothesis was rejected and it was concluded that “*there was a relationship between supervisory support and effective commitment in Kabale District Local government.*” On the correlation between rewards and normative commitment, the null hypothesis was accepted and concluded that: *there was a significant positive relationship existed between rewards and normative commitment ($p = < 0.01$, $r = .530^{**}$)*. The district administration should address the issue of outdated staff appointments and bias in accordance with the chief administrative officer's office, where training guidelines are evaluated.

CHAPTER ONE

1.0 Introduction

Managers within both private and public institutions face a significant challenge in ensuring that their employees are committed to their work (Hamadamin & Atan, 2019). Despite numerous studies being conducted on this topic, there is still no clear consensus among researchers, as evidenced by the work of Buchanan (Ridwan et al., 2020). The aim or goal of this study was to analyze some determinants of the level of dedication shown by workers in local government entities situated in Kabale District, which is situated in Western part of Uganda. Specifically, the study explores how individual employee satisfaction levels may impact individual commitment to the organization. In this study, Organizational Support was the independent variable, while Employee Commitment was the dependent variable. This segment of the research, a summary is provided regarding the context and rationale for the research, the issue being investigated, the general and particular aims of the study(Arasanmi & Krishna, 2019), the inquiries and theories driving the investigation, the importance and relevance of the study(Jehanzeb, 2020), the reasons justifying the study, the limits of the study, the potential drawbacks or constraints, and the precise meanings assigned to key terms and concepts used in the study.

1.1Background

This part of the study encapsulates thorough examination of the historical perspective, theoretical perspective, conceptual perspective, and contextual viewpoints pertaining to this research(Nazir et al., 2019). The historical aspect investigates particular developments concerning commitment of the employees over the course of time, tracing its development from earlier concepts such as job satisfaction and motivation to more recent theories like social exchange theory and affective commitment(Asgari et al., 2020). The theoretical perspective focuses on the theoretical frameworks that inform the study, including social exchange theory, organizational support theory, and the psychological contract(Qi et al., 2019). These theories offer insights into the factors that influence employee commitment and provide a basis for understanding the research questions and hypotheses(Albalawi et al., 2019). The section on conceptual background establishes the fundamental ideas that serve as the foundation for the research, such as the dedication of employees, the perceived level of support from the organization, the contentment with their job, and the culture within the organization. This

section clarifies the meaning and scope of these concepts, and how they are operationalized in the study. The contextual background section provides information about the organization in which the research was conducted, including its history, structure, and culture. This section describes the local government in Kabale District, Western Uganda, providing insights into its organizational practices and the social and economic context in which the study took place. Together, these perspectives provide a rich understanding of the historical, theoretical, conceptual, and contextual factors that shape employee commitment in local government organizations, and offer insights into the research questions and hypotheses that guide the study.

1.1.1 Historical background

The idea of employee commitment is not a recent topic in organizational studies. However, in developed countries, employee commitment was highly influenced during the late 20th century by the restructuring and downsizing of corporations which caused a reduction in job security and limited possibilities for promotions. As a result, there was a need to review the unwritten agreement between employees and organizations and find ways to enhance employee commitment. To improve commitment, various factors were considered such as personal traits such as age, elements related to employment, such as the range of tasks and independence involved, past work experiences, and factors within the organization such as training opportunities, potential for career advancement, collaboration with colleagues, salary, policies regarding human resources, and the conditions under which work is performed. These factors were identified by Li et al. (2019) as influencing employee commitment.

In Africa, the impact of technology, business mergers, globalization, and changes in the marketplace has significantly altered the way organizations operate (Ahlstrom et al., 2020). These changes have also given rise to a more diverse, mobile, educated, and discerning labour force than ever before. Consequently, companies are looking for methods to comprehend the latest changes in the commitment arrangement that established the connection between employers and employees in the current era. This involved comprehending the extent of dedication that employees are ready to offer to their organizations, and recognizing approaches that companies can adopt to earn that dedication. Collins (2021) argues that there is a need for measures to explain the changing nature of the employer-employee relationship and to identify ways to foster commitment in this new environment.

Employee commitment has been a crucial issue for organizations in Uganda, especially in Kabale District. This is because organizations have undergone various transformations over time, such as restructuring, liberalization, and technological advancements, which have resulted in changes in the employer-employee relationship, consequently employees become less committed to work for the organization. However, research on employee commitment in Uganda, including Kabale District, is limited, with few studies conducted on the subject (Julius, 2021).

According to Talukder (2019), employee commitment is a critical aspect of work life, without which it is difficult to imagine a successful and fulfilling career. Jung et al. (2020) define employee commitment as a psychological state that binds an individual to an organization. The past few decades have seen extensive research includes three primary conditions that affect organizational commitment, which are affective commitment, normative, and continuance (Baysal et al., 2020). Employee commitment is often perceived as an emotional attachment or a sentiment of responsibility towards the organization they are working for (Mahmood Aziz et al., 2021). However, research has shown that commitment should be understood as a multi-dimensional construct (Paillé & Valéau, 2021). Allen and Meyer (1990) developed a three-component model that has since gained widespread recognition. This model posits that commitment can be classified into three distinct categories: The main aspects of organizational commitment are affective commitment, which involves having an emotional bond with the organization; continuance commitment, which means acknowledging the potential costs that may come if they leave the organization; and normative commitment, which implies feeling of moral duty to stay employed by the same organization. Hence, investigating the factors that impact employee commitment is crucial since the outcomes can yield a better comprehension of the elements which inspire or encourage workers to stay committed and devoted to their job (Allen & Meyer, 1990).

1.1.2 Theoretical background

The exchange theory and reciprocity norm propose that when organizations provide rewards to their employees, the employees feel a sense of obligation to reciprocate by increasing their commitment to the organization. This creates a mutually beneficial relationship between the employer and employee, as both parties benefit from the exchanges that take place

(Alawaqleh. 2021). The exchange theory and reciprocity norm served as the basis for investigating the connection between organizational supports and employee commitment in this research. Furthermore, organizational support theory, which suggests that employees' emotional attachment to their organization is influenced by the organization's support and recognition of their contributions, was used to explain the relationship between POS and employee commitment (Khan & Iqbal, 2020). This approach posits that employees develop general beliefs in order to satisfy their socio-emotional needs and assess whether the organization acknowledges their increased efforts. This pertains to the extent to which workers understand that organization ethics and recognizes all efforts, and focuses on the wellness of the employees. This is commonly referred to as perceived organizational support (POS). When employees tend to assign human characteristics to the organization, it can enhance their understanding concerning employer's supportiveness, which is known as Positive Organizational Support (Shanock et al., 2019). This approach is consistent with the Three-Component Model of Commitment proposed by Allen & Meyer (1990).

1.1.3 Conceptual background

All the work in this study is centered on two primary variables: organizational support and employee commitment. Organizational support refers to the degree to which an organization provides its employees with the resources, information, and assistance necessary to succeed in their jobs. It encompasses a wide range of factors that can impact employees' ability to perform their job duties effectively and efficiently, including training, development opportunities, communication channels, work-life balance policies, compensation and benefits, and overall workplace culture. Employee commitment refers to the level of dedication, loyalty, and attachment that an employee feels towards their employer and their job. It is the degree to which an employee is willing to go above and beyond what is required of them in their job, and to remain with the organization for a long period of time.

Employee commitment can be demonstrated in various ways, such as a willingness to put in extra effort, a positive attitude towards the job and the company, a desire to help colleagues, and a sense of pride in the work that is done. Prior research has identified several factors that can affect employee commitment. Martín-García, Martínez-Abad and Reyes-González (2019) suggested four categories about variables which have an effect on commitment, including personal attributes such as maturity and level of education. On the contrary, Gorgenyi-Hegyes

Nathan and Fekete-Farkas (2021) proposed that personal attributes have no significant impact on employee commitment. Organizational support is important because it can affect employees' job satisfaction, motivation, and commitment to the organization. When employees feel supported by their organization, they are more likely to feel valued and motivated to contribute to its success. Conversely, when employees feel unsupported or undervalued, they may become disengaged, demotivated, and more likely to leave the organization. This commitment can have a significant impact on the overall success of the organization, as committed employees are more likely to be productive, engaged, and motivated, leading to improved job performance, customer satisfaction, and profitability. Instead, factors related to work characteristics, such as job assignments, self-reliance, and job interest, as suggested by Gallie & White (1993) and Peters & Meijer (1995), have a stronger influence on determining commitment levels. In addition, factors related to the organization, like working as part of a team, opportunities for career growth, human resource policies, training programmes, methods for rewarding employees, work environment, and communication methods, are also important in influencing commitment of workers. Several researches have investigated the correlation between various organizational factors and employee commitment, and several measures of organizational policies and practices have been identified and examined. Various studies have found that different elements can affect employee commitment. For instance, researchers have observed a correlation between commitment and training. According to various studies, there are several factors that can contribute to employee commitment. These factors include training (Lau & Idris, 2001), rewards (Schein, 1990), teamwork (Denison, 1990; O'Reilly et al., 1991), and communication (Tsui et al., 2006; Xenikou & Simosi, 2006).

For this particular study, the independent variable consisted of three factors: supervisor support, working conditions, and rewards. These factors were selected based on their importance, as highlighted in a briefing paper by BMAU (Le & Lei, 2019). The paper identified the key challenges that affect employee commitment in delivering services, which were mainly related to poor working conditions, inequitable pay (rewards), and local governments may face challenges in attracting and retaining qualified and dedicated employees due to inadequate training policies.

Yes, that is a correct interpretation of the concept of the workers' dedication (commitment)

and the purpose of organizational support in promoting employee well-being. If an organization provides support to its workers, they are more inclined to relate to the values and objectives of the organization, and therefore be more committed to working towards those objectives. In addition, organizational support can help employees to manage and cope with stress and other challenges that may arise in the workplace, which in turn can improve their overall welfare and work satisfaction.

Sarisik et al (2019) have presented a model consisting of three dimensions to provide a clear understanding and definition of organizational commitment. In their definition, they include the affective, continuance, and normative perspectives. On the contrary, normative commitment stems from a worker's conviction in the ethical or moral responsibility to remain loyal to the organization. The interplay among these three aspects assists in clarifying the intricacies concerning organizational commitment and how it affects workers. Factors such as age, tenure, and training may influence the degree of emotional connection that an employee feels towards their work while financial costs and social relationships with colleagues can impact their desire to stay due to the potential costs of leaving. An employee's sense of moral or ethical obligation to remain with the organization could similarly be a factor in their level of commitment. Understanding the interplay of these dimensions can aid in predicting and managing employee commitment within an organization.

However, employees may not see the positive aspects of staying with the organization as sufficient reason to continue, and may consider other opportunities and the potential disruption to their personal relationships when making their decision. Normative commitment can be defined as a worker's feeling of duty and accountability towards their job or organization, or a specific workplace that leads to their dedication and loyalty to that organization. This feeling may arise due to the pressures an employee faces when joining or working for the organization. Occasionally, an employee may experience a moral duty to exert their utmost effort and stay loyal to a particular organization as a way of reciprocating, particularly if the organization has invested in their development and education. The ongoing research proposes to explore some effects of organizational support on workers' commitment, with a focus on rewards, working conditions, and supervisor support as independent variables. Several global studies, including those conducted by Boon et al. (2006) and Zain et al. (2009) also established remarkable associations concerning employee commitment and independent variables such as rewards, working conditions, and supervisor support. Bratton and Gold

(2007) suggest that incentive schemes go beyond financial reimbursement such as salary or wage. These schemes encompass various monetary, non-monetary, and psychological investments that the institution considers in all employees. The perception of this exchange by the employee influences their level of organizational commitment. Ahmed et al. (2023) asserts that the relationship between incentives (rewards) and organizational commitment is influenced by two elements: these include, compensation level given to employees and the perceived value of a specific reward by the worker. Gordon (1992) defined training as a structured activity aimed at enhancing one's skill level, competency, and knowledge, which are crucial for effectively improving task performance. organizational support will analyze rewards under this study i.e financial rewards like fundamental pay, stipends (allowances), compensation increase, convenience of pay and non-financial compensation like acknowledgment, job promotion, career development and improvement. It will also look at working conditions i.e. the work equipment, work processes and facilities plus supervisor support i.e. coaching, role modeling, and emotional support.

1.1.4 Contextual background

Kabale DLG forms part of the districts in the western region of Uganda. It constitutes 3 counties of Ndoorwa East, Ndoorwa West and Kabale Municipality with over 19 sub counties.

According to the Kabale DLG Third District Development Plan (DDP III) 2020/2021 – 2024/2025, the local government has been facing several challenges including poor road network, inadequate funding and weak public private partnerships. The strategy will give precedence to investments that aim to tackle these difficulties and enhance the quality of service delivery. Kabale DLG is a corporate body established under the Local Government Act of 1997 Cap 243, which has been modified, functions in accordance with the authority given by the Republic of Uganda's Constitution of 1995, particularly article 176. The organization employs around 1755 individuals who work across various departments, including health, education, finance, planning, and administration, among others. In spite of the reality that the area incorporates a well-established structure and staff paid by the government in a timely manner, Uganda's workforce was experiencing an annual turnover rate of 5% due to inadequate pay (UBOS, 2018). Employee commitment remains a significant challenge for the

local government, compounded by the ongoing issue of staff shortage, which has resulted in subpar service delivery, as noted by the Auditor General in 2017.

1.2 Problem statement

Employee commitment is a critical factor for organizational success, particularly in the public sector where the delivery of services to citizens is a primary concern. However, many public sector organizations struggle to maintain high levels of employee commitment, which can lead to lower job satisfaction, higher turnover rates, and decreased productivity. One potential factor that may impact employee commitment is the level of organizational support provided to employees. There is a concern that organizational support in the public sector may not be adequate enough to promote employee commitment, resulting in decreased job satisfaction, increased turnover rates, and reduced organizational effectiveness. This problem may be attributed to factors such as poor management practices, lack of resources, and limited opportunities for employee growth and development. According to the Budget Monitoring and Accountability Unit briefing paper (2015), Organizational Support is increasingly becoming a crucial factor in achieving employee commitment in the public sector. The major challenges affecting employee commitment and service delivery are primarily poor working conditions (Hashemian & Triantis, 2023), unfair compensation, additionally (Cugueró-Escofet et al., 2019), the incapacity of regional administrations to lure and retain a skilled and committed staff (Maan et al., 2020). Employee turnover is primarily caused by inadequate pay (UBOS, 2014). The Auditor General's report in 2017 also highlighted Kabale DLG's staff shortage issue, which resulted from high turnover and ultimately led to poor service delivery. Therefore, this research sought to examine how organizational support affects employee commitment in the public sector with emphasis on Kabale DLG, in order to address the element of high turnover and boost service delivery.

1.3 Objectives of the study

1.3.1 Main objective

The general objective of this study was to examine how organizational support affects employee commitment in the public sector, Kabale District Local government.

1.3.2 Specific objectives

- i. To examine the relationship between supervisor support and effective commitment in

the public sector.

- ii. To assess how working conditions, affect Continuance Commitment in the public sector.
- iii. To determine the extent to which rewards affect Normative commitment in the public sector.

1.4 Research questions

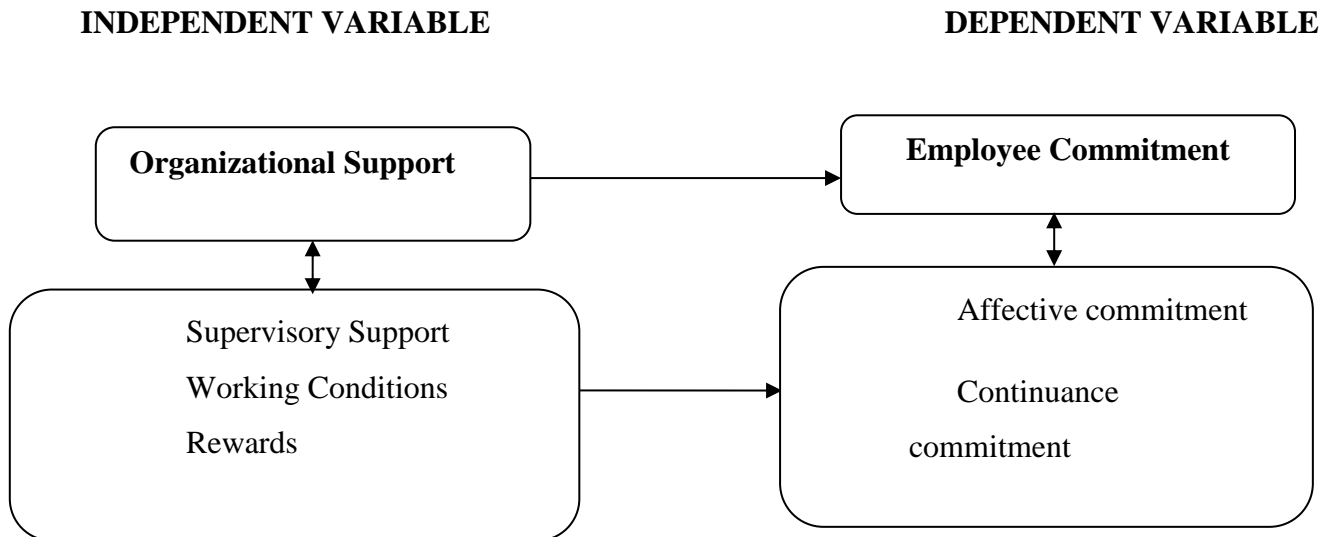
- i. What is the relationship between supervisor support and effective commitment in the public sector?
- ii. How do the working conditions affect continuance commitment in the public sector?
- iii. To what extent do rewards affect normative commitment in the public sector?

1.5 Hypotheses of the study

1. **H0:** There is no correlation between the level of support from supervisors and the degree of effective commitment displayed by employees in the public sector.
2. **HA:** There is a significant relationship between rewards affect normative commitment in the public sector positively.

1.6 Conceptual framework

A conceptual framework refers to a collection of general concepts and principles drawn from a relevant area of study and utilized to organize and present subsequent information or findings(Verčič, 2021).



Source:Adopted from Koenig(1992) and modified by the researcher 2022

The above conceptual framework illustrates the relationship between organizational support (an independent variable) and employee commitment (a dependent variable) in the public sector. Organizational support is made up of supervisory support, working conditions, and rewards, whereas employee commitment consists of affective commitment, continuity commitment, and normative commitment.

1.7 Scope of the study

1.7.1 Content scope

This study emphasized two variables, organizational support being the independent variable and Employee commitment being the dependent variable. The scope was limited to supervisor support, working conditions and rewards. Whereas Employee commitment was measured based on Affective commitment, Continuance commitment and Normative commitment.

1.7.2 Time scope

The study was conducted from June 2021 to January 2023. Part of it is a period of the post Covid-19 era.

1.7.3 Geographical scope

The study was limited to Kabale Municipality. It is located in Kabale District which is in Western Uganda. This is because there was sufficient data related to the research topic in the area.

1.8 Significance of the study

1.8.1 Policy makers

The study will help policy makers recognize the importance of organizational support in employee commitment. This will further guide them to develop administrative policies regarding employee assistance programmes.

1.8.2 Future Researchers and Academicians

Future researchers and students who intend to widen their knowledge in the study of the relevance of POS in employee commitment will use this as a basis of reference. They are going to have a broad picture of the determinants of employee commitment and its usefulness to the public sector.

1.9 Justification of the Study

It was imperative to study this problem because the researcher had observed restrictions within the previous studies that were done earlier. In spite of the fact that numerous researchers had handled organizational variables and employee commitment, it had not been exhausted in Kabale DLG. The study made suggestions on working conditions, supervisor support, and rewards. Such suggestions may educate policy makers of the different local governments and the central government based on the fact that they are evolved from substantial research information. This study is expected to have a significant impact on the administration framework in local governments across Uganda. By addressing specific issues of commitment identified through research, local leaders can better manage poor performance and its associated negative outcomes. By utilizing the insights gained from this study, the quality of administration in local governments may be improved, leading to higher levels of employee commitment and better service delivery.

This is grounded on the reality that highly committed employees tend to be more productive, reducing absenteeism and tardiness rates (Gigliotti et al., 2019). According to Vieira et al. (2023), workers who exhibit strong dedication to their job are more inclined to exert considerable effort and aim to excel in their work for the benefit of the company.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

2.1 Theoretical review

The change and evolution of business operations and the way employees are handled is changing and becoming more and more challenging every day. Various organizations are advocating for implementation of new approaches to manage their employees in order to improve their ways of working.

One of the most important areas in any organization that require continuous improvement and development is human resource management. Gerhart, et al (2017). According to Cascio (2015), the objective of Human Resource Management (HRM) is to give a guarantee concerning workers' competence with the essential resources for their personal and professional development, with the goal of achieving job satisfaction. This has called for utilization of various techniques, approaches theories in order to benefit employees.

Some of the commonly used organizational theories in the effort to harmonize the employee - employer relationship is social exchange theory, reciprocity norm and POS theory.

2.1.1 Social Exchange theory

Social exchange theory is a concept that originated in psychology and was established by Homans (1958) and Blau (1964). Thibault and Kelley (1959) originally developed social exchange theory in the field of human science. Cropanzano and Mitchell (2005) later applied this theory to management. Social exchange theory explores the number of social transactions that take place between people (Emerson, 1976; Lambe et al., 2001). Blau (1964) suggests that these actions involve behaviours that may not be explicitly required, but can result in rewards or reactions from others. Essentially, rewards and social costs influence human behaviour and decision-making. Thus, social exchange theory emphasizes the interdependence of individuals in a relationship (Lee & Cadogan, 2009). Recently, studies have extended the social exchange theory from people to exchange between

organizations, for example (Cropanzano & Mitchell, 2005; Lee & Cadogan, 2009). A view of the work exchange process in regard to social exchange proposes that when a worker fulfils his or her work requests but does not get suitable job resources like coaching and mentoring, strong work relationships, etc. in return, he or she perceives that as an unjust employee-employer relationship which affects their commitment to the organization (Karasek, 1979; Rousseau, 1995; Siegrist, 1996)

2.1.2 Reciprocity norm

The norm of reciprocity has been contended to be a universal component of ethical codes overseeing behaviour (Gouldner, 1960). Reciprocity is ordinarily termed as circumstance in which an individual is anticipated to coordinate with people who do something for him or her first (Goldstein, Griskevicius, & Cialdini, 2007).

2.1.3 Perceived organization support theory

Perceived Organizational Support (POS) can be defined as how valued employees perceive their contributions, work, and well-being to be by their organization. Research has shown that POS has a notable influence on the job performance and overall well-being of workers (Talukder. 2019). When employees perceive high levels of support from their organization, they are more likely to feel committed and satisfied with their work. POS has also been linked to positive outcomes for both workers and employers itself (Kurtessis et al., 2017). Employees who have high degrees of POS are most probably going to trust the organization and make affirmative choices, and POS can create a sense of belonging and commitment to the organization among employees (Chan et al., 2017).

Kirkland et al. (2018) noted that POS is significantly dependent on how employees perceive the organization's willingness to provide positive or negative treatment. Furthermore, he found that POS creates a culture of reciprocity, where employees feel obligated to contribute to the organization's goals, believing that increased efforts in the organization's best interests results in better outcomes. In addition, Lamm et al. (2015) revealed that higher POS creates a sense of belongingness in employees, which in turn reduces employee turnover rates. This implies that treating employees well at work can motivate them to pay back and contribute to achieving the organization's objectives. This in turn, makes employees have pride in the duties assigned to them, raise their self-esteem,

increase creativity and innovation, productivity, which are all of great importance to the organization. Furthermore, Kim and et al. (2017) found that POS focuses on producing a workplace environment that makes employees feel valued by the organization, resulting in a positive and pleasant working atmosphere. Creating a positive working environment through the continuous engagement of employees is essential as it is associated with factors such as job security, tenure, opportunities for growth, satisfaction with pay, and well-being. Additionally, Tumati& Al Yousfi (2023) emphasized the importance of having a fair and equitable work environment in promoting employee retention. A positive work environment that values and appreciates employees can lead to increased happiness, job satisfaction, and loyalty.

According to Abarantyne, Naidoo &Rugimbana (2019) the state of commitment to an organization is primarily a psychological one, consisting of three different elements which have an impact on how workers perceive and feel about the organization they are employed in. The three elements include; Affection for one's job which is also termed as affective commitment, Fear of loss which is also termed as continuance commitment and lastly, sense of belonging which is also termed as normative commitment. Occasionally, workers exhibit dedication to their workplace because of the love for their job tasks, or when their goals are similar with the organizational goals. Other employees may stay due to fear of what they stand to lose upon departure and there may be individuals who choose to remain with the organization due to a sense of obligation (Wang, Albert & Sun 2020).

The three types of commitment discussed earlier are not exclusive, meaning that employees can experience multiple types of commitment simultaneously or to varying degrees. According to Cao, and Nguyen (2022) the study findings carried out at Thamer International School places a high value on its employees' goals and values and provides them with necessary support. The results also suggest that employees have a deep emotional connection to the school and are determined to stay employed there until retirement, indicating a high level of loyalty. As a result of the research, there is a direct relationship between how committed employees are and their perception of the level of support they receive from Thamer International School. Therefore, there is a need to find out whether the staff of Kabale District Local Government feels the same way.

2.2 Review of related literature

2.2.1 Supervisor support and Affective commitment

Affective commitment (AC) refers to the emotional connection that employees have towards their organization and is considered a significant factor in determining their loyalty and dedication. AC is marked by a feeling of being part of a group and identifying with it. This sense of belonging and identification leads to greater participation in the organization's initiatives, a readiness to work towards its goals, and a strong inclination to stay with the organization. Employees who portray effective commitment, according to Talukder (2019) are more likely to be devoted and loyal to their organization. Supervisor support refers to how much employees perceive their supervisor as being understanding and satisfactory. Consideration considers the socio-emotional concern of the supervisor and supervisory consideration refers to leader behaviors that prioritize the comfort and contentment of their inferiors. Studies have shown that workers who have supervisors that are perceived as compassionate and satisfactory tend to be more committed to their organization compared to those who have unsatisfactory supervisors (Allas, Schaninger 2020). In addition, productive supervision has been found to have an effect on employees' job attitudes (Sinambela et al., 2020).

The departure of employees is most strongly connected to affective commitment and according to Vajda (2019) job-related experiences such as rewards like bonuses offered by the organization, fair procedures, and supportive supervisors are more strongly associated with AC than the organization's structural features like decentralization or personal traits of employees. However, there had not been much research done to investigate the reasons behind these associations.

Pusparani, Amin and Ali (2021) identified three main job experiences, namely organizational rewards, procedural justice, and supervisor support, which have a positive correlation with affective commitment (AC). However, there has been little research on the mechanisms that could explain these connections. Xu et al (2020) suggested that when organizations show concern and optimistic attitudes towards their employees, that can expand AC. Shrand and Ronnie (2021) proposed that the suitable employment experience has a positive correlation and AC can be partly explained by the presence of perceived organizational support (POS).

Providing employees with generous rewards, fair decision-making procedures, and supportive treatment from supervisors are discretionary actions that are likely to increase perceived organizational support (POS). POS can then lead to higher levels of affective commitment (AC) by producing a sense of commitment to be concerned of the organization's well-being and also through integrating organizational membership and role status into an individual's social identity (Godinić & Obrenovic 2020).

Hoa et al (2020) found that there are significant correlations between supervisory support and perceived organizational support (POS), as well as between POS and affective commitment (AC). Additionally, research has indicated that AC is linked to other forms of nurturing and supportive treatment from managers, such as being regarded as an important member of the team by the leader (also known as leader consideration), having high-quality relationships with the leader, and receiving caring treatment from supervisors (Arghode et al (2022).

When employees receive favourable treatment from their supervisors, it can increase their perceived organizational support (POS), particularly if employees believe that the attention bestowed is a result of the organization's policies, procedures, or culture rather than the personal motivation of their supervisor; this is known as attribution to the organization, as described by (Leitão, Pereira & Gonçalves, 2019).

2.2.2 Working conditions and Continuance Commitment

Continuous commitment refers to an employee's desire to continue working in a particular environment out of concern about the costs associated with leaving the company. Because of the enormous costs associated with losing the organizational placement, including monetary costs like annuity gatherings and social expenses like coworker togetherness, a worker may be committed to his or her place of employment with (Lunt et al., 2022). Continuous commitment refers to an employee's desire to continue working in a particular environment out of concern about the costs associated with leaving the company. According to Morrison (2022) a worker may be committed to their place of employment since they anticipate enormous expenses associated with leaving the organizational placement, such as monetary costs like annuity gatherings, social costs, etc. The working conditions, including employment safety and security, appropriate workload, flexible

hours, a teamwork attitude, and supportive top management, appear to be a concern for service industry personnel.

Enhancing working conditions increases job happiness, which increases employees' loyalty to the company (Dhir, Dutta & Ghosh 2020). It appears that workers in the service sector are worried about their working conditions, including job safety and security, appropriate workload, flexible work hours, a teamwork approach, and supportive top management. Enhancing working conditions makes people happier in their jobs, which increases their loyalty to the company.). Analysis of the connection between Croatian Shipbuilding Company's working conditions and job satisfaction (Bakotic and Babic 2013). According to empirical research, employees who work in administration are happier with their working conditions than those who have challenging working conditions. Hence, for employees who operate in challenging working environments, enhancing working conditions is crucial (Franken et al., 2021). The provision of protective equipment to workers as well as increased workplace safety and improved machinery handling through proper training are factors that should be considered while trying to improve working conditions (Capodaglio. 2022)

In conclusion, working conditions contribute to continuance commitment as employees have job security and are assured of pension accruals which is a financial cost, recreation facilities and teamwork are also heavy social costs on the side of the employee

2.2.3 Rewards and Normative commitment

An employee's sense of duty to remain with a specific company, frequently brought on by sentiments of indebtedness or moral responsibility, is what is known as normative commitment (Mahmood Aziz et al., 2021). When an employee believes that the company has invested in their professional development or offered other types of support, this type of commitment may develop. As a result, the employee can feel under pressure to uphold the company's commitment by sticking around and working hard.

The numerous processes, frameworks, methods, and tactics that deliver and sustain benefits, appropriate levels and pay categories, and a variety of reward types are all part of the employee compensation systems. The compensation structure includes financial components, such as fixed and variable salary, as well as non-financial components, such

as recognition, praise, and promotion (Jaleta, Kero&Kumera 2019).In order to compete with other organizations for a certain set of competencies and abilities that are more satisfying to the employees, a remuneration system must be effective.

In other words, Ali, Sabir and Mehreen (2019) believe that compensation systems can boost employee commitment by linking the degree of engagement, which pushes workers to become more committed in the firm. Companies can design compensation frameworks to reduce failure to show up at work. The relationship between internal and external rewards is also emphasized by (Malek, Sarin &Haon, 2020) as a crucial element in encouraging consistent performance, which can enhance employee engagement. Employees should feel valued and acknowledged for their achievements, which can be attained through awards for hard work, according to Wahyudi (2022) who supports this notion. This can increase workers' commitment.

Madhani (2019) also admits that a tailored instant recognition incentive system is a potent instrument for motivating employees and increasing loyalty to the company. The incentive system provides a number of ways to express gratitude, including rewards, memoranda, emails, and even handshakes. All of these factors help the employees' commitment to grow. She contends that as opposed to monetary rewards, intentional rewards increase employee loyalty. She makes the case that missions are a better motivator than money in her remark. She thinks that beyond just making a profit, staff are dedicated to achieving the mission of the company. Yet, extrinsic rewards, according to Malek, Sarin and Haon (2020) are more highly valued than intrinsic benefits and can be more motivating. It is appropriate for organizations like Kabale District Local Government to employ people with a variety of technical backgrounds and skill sets at the same time, including physicians, social scientists, educators, engineers, and others. Contrary to the opinions of some experts, this suggests that it may not be desirable to apply the same reward techniques to all employees.

Rewards

One of the most crucial factors in motivating employees to put forth their best effort in coming up with novel ideas that increase business operation and further enhance company performance in both financial and non-financial aspects is rewards. Kang and Lee (2021) defined incentives as any monetary gains, physical services, and advantages that an employee receives as a condition of their work. Benefits that result from completing a task,

providing a service or carrying out an obligation are known as rewards (Colin, 1995). Additionally, Ali & Anwar (2021) found that compensation plans can affect workers' productivity. Based on their research, they concluded that reward systems contribute to higher employee performance through developing workers' abilities, knowledge, and skills to meet organizational goals.

There are alternative ways to reward employees outside monetary pay, according to Agus& Selvaraj (2020). Among of these are the ability for workers to receive recognition from their bosses, the chance to take on significant projects or responsibilities, and even leadership focus. The latter refers to how managers treat their staff members such that they are viewed as leaders in their own right.

Management is guessing on a number of possible causes. Azar (2020) asserts while some employees contend that the reward system needs to be reviewed, others were more focused on compensation increases and were quoted as saying, "We just want more money." Notwithstanding the promised compensation rise from Brentwood Suppliers Limited, organizational performance has not improved and employee absenteeism has grown. Several employees have even threatened to put down their equipment. Considering the social significance of labour may be the greatest way to comprehend workers' motivation. In this regard, the short- and long-term objectives of both employees and employers may have different effects on productivity. Since people with pessimistic outlooks also approach the job at hand with less vigour and dedication, it is advisable to pay attention to how rewards are viewed by employees rather than presuming that prizes mean the same thing to all recipients.

Continuance commitment

Because the employee believes there are few options or that quitting the company would be too expensive, they have a feeling of loyalty to the company(Walk and Zhang, 2019). An older worker who fears that, after leaving the company, it will be challenging to land another position with comparable compensation and benefits can serve as an example. Or consider a worker who made an investment in a scheme for employee stock options. They might believe that leaving the company would worsen their financial status because of the organization's recent struggles. Continued commitment brings the primary benefit of

reducing employee turnover. Employees who have a high level of commitment are more inclined to remain with the company for a longer duration.

Desirable workplace behaviour is negatively correlated with commitment to continuity. Employees' inclination to stay with an organization is a result of their concern over losing the benefits they currently receive from their work. It is important to increase employee satisfaction at work in order to lower organizational turnover rates and the expense associated with hiring and training new employees. In the realm of organizational research and in the comprehension of employees' conduct at work, organizational commitment has recently grown in importance Yun & Yu (2021). It shows how much a company's personnel identify with it and are dedicated to its mission.

Without each employee being committed to the organization's goals and functioning as effective team members, no organization in today's competitive environment can achieve optimal levels. Gilbert and Konya (2020) developed a three-part theory of commitment to explain the significance of organizational commitment. This model proposes that employees experience organizational commitment as three simultaneous mindsets encompassing affective, normative, and continuance organizational commitment. Employees' emotional attachment, identification with, and involvement in the company are all examples of affective commitment, which is defined as commitment based on perceived obligation towards the organization (Mayer. 2021). Employees who have a high level of affective commitment remain with the company because they genuinely want to, which is based on reciprocity rules.

A worker's commitment to staying with a company is based on the gains they have earned there (Al-Jabari & Ghazzawi 2019). The ability of a member of staff to remain with the company due to factors such as friendly relationships with other staff members, benefits, personal finances, and acquired professional skills that are unique to a certain institution (Montepare & Brown 2022). Hence, the length of employment, participation in group activities, and other benefits that make it expensive for an employee to leave an organization are factors. Workers typically continue working for the same employer for both financial and non-financial reasons.

According to Gilbert and Konya (2020) pensions can have financial implications, as can having positive relationships with coworkers. Because of these expenses, the employee is

therefore unable to leave the company. The length of time a person has worked there gives them the impression that they will lose the advantages they have accrued as a result of their time and that there are other employment alternatives (Lain et al., 2019). He also asserts that an employee is continuously committed when they are aware of the advantages of working for the company.

Ideally, employees who are very committed to the organization will put in a lot of effort to see that its goals and objectives are met. They consider themselves to be a crucial component of the company. By enhancing their work performance, they got more invested in attaining the organizational aims and visions Sitopu, Sitinjak&Marpaung (2021). Imamoglu et al (2019) asserts that continued commitment is essential for raising employee performance. Continuity commitment related to staying with or leaving a company. If a worker decides to stay rather than leave an institution after realizing that the costs of doing so outweigh the benefits of doing so, they are planning to do so.

Normative commitment

Normative commitment is based on obligations, values, and the extent to which a worker remains with a company out of duty (Purwanto et al., 2021). In minor businesses, there are instances when payments are delayed, and employees may have to accept reduced or deferred wages. However, many choose to continue working because they don't want to abandon their job during challenging circumstances. Normative commitment, which stems from an individual's sense of moral obligation and personal values, plays a role in this decision. It can be influenced by emotional commitment or by the socialization process within the occupation and a sense of commitment to coworkers.

Normative commitment tends to be stronger in businesses that value loyalty and actively communicate this to their employees through incentives, rewards, and other strategies. When employees regularly witness their employer's dedication to their well-being, normative commitment among them is likewise high. (Grego-Planer, 2019)

According to Staniec et al (2022)employees who are more committed to the organization are more likely to contribute to its success and report higher levels of job satisfaction. High

levels of job satisfaction consequently lower staff turnover and improve an organization's capacity to attract and keep talented employees.

Money has traditionally been seen as a reward, and pay increases are the biggest rewards that employees can receive (Nazir *et al.*, 2019). Despite management's promises to enhance salaries, organizational performance has not improved, and absenteeism has worsened. Employees at this company saw money as the solution to the current problem. Money is ranked lower in some employee polls than it is in others when it comes to motivators.

Research gaps

Sadeem and Uzma (2021) found that perceived organizational support (POS) has a positive impact on the organization as a whole, on the employer and on employees. The purpose of the research was to examine the relationship between perceived organizational support and employee commitment at Thamer International School. This also called for the need for the same research to be conducted in the public sector as the previous research was done in a private institution. It was also done based on a quantitative method where the sample population was 60 employees from Thamer International School.

Several researches have been conducted on employee commitment using various organizational factors unlike this research where Perceived organizational support has been used.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

In this chapter, the methods which were used in the study are described. It covers the research design, the population of interest and those that were accessed, the technique and size of the sample, the instruments and methods for data collection, the procedure for collecting the data, the analysis methods for the data collected, ethical considerations, and the limitations of the study.

3.1 Research Design

Amin (2005) defined research design as a conceptual framework that outlines the collection, measurement, and analysis of research data. For this study, the researcher utilized a cross-sectional research design, incorporating both qualitative and quantitative research methods. A cross-sectional design was utilized since it permitted an in-depth examination of the dependent variable and independent variable, unlike other approaches.

According to Mugenda and Mugenda (1999), using a qualitative approach in research allows the researcher to gain deeper insights and understanding of complex phenomena, while a quantitative approach enables the researcher to gather statistical data to test hypotheses and relationships between variables.

3.2 Study Population

As per Ayele (2014), population refers to the entire group of individuals that a researcher intends to generalize the survey findings to. This definition is based on the definition provided by Awu and Glasses (2008).

The population for the study comprised of 1755 workers of Kabale District Local Government (Nduhura, Nansamba & Nakajubi, 2022) i.e. health workers, tertiary teachers, primary school teachers, traditional civil servants, and secondary school teachers in Kabale District.

The population is considered important because they play a crucial role in achieving the overall objective of the Uganda Public Service, especially when the government is

highly committed to delivering services. Their level of commitment is vital to the success of the public service in Uganda.

3.3 Sample size

A sample is a smaller group of individuals selected from the larger population, and the individuals in the sample are often referred to as respondents, subjects, or interviewees. Sampling is a process used to choose a representative group of individuals from the population for research purposes. The goal of sampling is to ensure that the individuals selected are a true representation of the entire population from which they were drawn. The purpose of selecting a sample is to gather information about the population of interest. The sample size refers to the number of respondents included in the sample. For this study, the sample size was 325 respondents, and it was determined scientifically by the researcher with the help of Yamane, 1967 formula;

$$n = \frac{N}{1 + N(e)^2}$$

n = Sample size

N = Population size

1 = constant

e = Level of precession (5%)

Therefore

N = 1755

1 = constant

e = 5 %

$$n = \frac{1755}{1 + 1755(0.05)^2} = 325$$

$$n = 325$$

Source: Yamane, 1967.

The following seven (3) overarching themes were identified from the participants 15; narratives: (1) examining the relationship between supervisor support and effective commitment in the public sector, (2) assessing how working conditions affect

Continuance Commitment in the public sector, (3) determining the extent to which rewards affect Normative commitment in the public. The themes were explained using participant's quotes to enliven the analysis and demonstrate credibility at Kabale District Local government, Uganda.

3.4 Sampling Techniques

Sampling techniques are the strategies that the researcher employs to get a sampled populace (Mugenda & Mugenda, 2003). For purposes of this study, the researcher utilized probability and non-probability sampling techniques.

Probability sampling approach is where the objective is to choose an appropriate number of cases, subjects, or objects that speak for the target populace Mugenda & Mugenda (2003). Simple random sampling was utilized for this study.

A non-probability approach is employed when a researcher is not concerned with selecting a sample that accurately represents the entire population, as stated by Mugenda and Mugenda (2003) in their book "Research Methods: Quantitative and Qualitative Approaches." Instead of random selection, the researcher may choose participants based on convenience, judgment, or quota sampling, among other factors. This approach is often used when the primary goal is to explore a specific phenomenon or gather qualitative data rather than making statistical inferences about the entire population. For purposes of this study, the researcher utilized purposive sampling inclined on the judgment of the researcher. Hence, simple random and purposive sampling techniques were used in the study to reduce bias about the findings since the study involved collection of information from key informants' interview and from the general participants.

3.5 Data sources

The researcher used data from both primary and secondary sources. A primary data source is an original source, that is, one in which the data are collected firsthand by the research (Sekaran, 2003). Primary data was obtained through face-to-face interviews and questionnaires. According to Amin (2003), primary data helps the researcher to directly interact with the source of information and get the data that is original and not

analyzed to suit specific premises. Secondary data includes second hand information. Secondary data was obtained from a review of documents such as journals, internet, books and others.

3.6 Data collection Methods

3.6.1 Questionnaire method

Questionnaires are often utilized to obtain critical information about the target populace. Each item in the survey was carefully crafted to serve a specific purpose, aligning with the objectives, hypotheses, or research questions of the study (Mugenda & Mugenda, 2003). The survey was designed in the English language, which proved to be an ideal method. It allowed respondents to provide more accurate and precise personalized answers. Additionally, using this method saved time and was cost-effective considering the scope of the study.

3.6.2 Interview method

These are questions asked orally. It is a one-on-one conversation with one person acting on the role of interviewer and the other as interviewee. Interviewing method was used which made it easy for collecting relevant and meaningful information. Face to face interviews were conducted by the researcher with the aid of the research assistants. This was mainly for obtaining the primary data.

3.7 Data collection tools

Data for this study was collected through several tools namely self-administered questionnaires and interview guides.

3.7.1 Questionnaire

In data collection, self-administered questionnaires with two-category questions were utilized. i.e. semi-structured and structured questions (semi-structured was open-ended and structured was closed-ended).

3.7.3 Interview Guide

According to McNamara (2009), an interview guide is a collection of questions that a researcher poses during an interview. An interview guide was used to collect data from

Key informants. An interview guide was developed to help obtain data through seeking clarity on the structured questions in the questionnaires. Face to face interviews were also conducted by the researcher in the presence of the research assistants. This tool was used because it allows the researcher to obtain more detailed information from respondents regarding the subject under study.

3.8 Quality of Data Collection Instruments

In order to ensure that quality and relevant data is collected, the researcher ensured that procedures were taken for acceptable levels of validity and reliability of the instruments.

3.8.1 Validity

According to Amin (2005), Validity of an instrument is the extent to which an instrument accurately measures what it is meant to measure. Validity is the degree to which a conclusion, concept, or quantification is justifiable and compares correctly to the actual world. Amin (2005) maintains that validity can be measured by both content and face validity. Face validity is a property of a test intended to measure something. A test is said to have face validity if it looks like it is going to measure what it is supposed to measure. Content validity measures the extent to which the content of the instrument corresponds to the content of the theoretical framework of the study. Validity of the instruments was ensured by the researcher giving some instruments to two lecturers (supervisors) who were asked to comment on the relevance of the items in the instruments. The researcher allowed the participants to legitimately judge the credibility of the results. This assisted the researcher to remove unclear questions and add those deemed relevant for the study objectives.

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corresponds to the content of the theoretical framework of the study. Validity of the instruments was ensured by the researcher giving some instruments to two lecturers (supervisors) who were asked to comment on the relevance of the items in the instruments. The researcher allowed the participants to legitimately judge the credibility of the results. This assisted the researcher to remove unclear questions and add those deemed relevant for the study objectives.

A Content Validity Test used the CVI formula;

$$CVI = \frac{\text{Number of relevant items}}{\text{Total number of items}} \times 100 = \frac{320}{325} \times 100 = 98.4$$

The CVI value was above 90%, and the instruments was considered as valid (Wagemaker, 2020) and was applied to collect data.

3.8.2 Reliability

According to Oladapo and Ogunyemi (2018), reliability refers to the extent to which an assessment instrument generates dependable and unchanging outcomes. In the case of qualitative data, the researcher took steps to ensure that the information gathered through interviews accurately reflected the true facts, responses, observations, and events. To ensure the accuracy and consistency of data, the researcher collected multiple measurements and samples. The researcher also collaborated with two lecturers to verify response consistency, customize questions to ensure their appropriateness, and remove any potentially biased questions. Additionally, the lecturers helped to confirm responses against previous answers and detect questions that elicited invalid responses.

The questionnaire and interview guide used in the research were evaluated for their reliability using Cronbach's alpha coefficient in SPSS. Only factors with a score of 0.70 or above were considered, as recommended by Nunally (1978). The researcher worked with their supervisor to ensure that the data control procedures were thorough and reliable.

Variables	Cronbach's Alfa
Supervisory Support	0.833
Affective Commitment	0.745
Work Environment	0.857
Continuance Commitment	0.834
Rewards	0.817

Source: Primary data

Cronbach alpha (Cronbach, 1951) reliability coefficient of 0.7 points and above, was used to measure the internal consistency or average correlation of items in a survey instrument to gauge its reliability. The study established a score of 0.817 which is over 0.7 and according to Mugenda and Mugenda (2003), the instrument is valid.

3.10 Data Presentation

3.10.1 Qualitative data

Qualitative data from interviews was organized by transcribing the interviews. Before sorting and arranging this data into different themes and categories, the researcher read through the qualitative data to obtain a general sense of the information and reflect on its overall meaning. Quantitative data from the closed ended questionnaire items on the other hand was converted into numbers, one for each value for easy entry into the data analysis computer package.

3.10.2 Quantitative Data

Quantitative data from the closed ended questionnaire items was converted into numbers, one for each value for easy entry into the data analysis computer package.

3.11 Data Analysis

3.11.1 Quantitative Data Analysis

For quantitative data, descriptive and inferential analysis was utilized with the help of percentages and frequency distribution tables. To establish the predictive strength of the indicators of organizational support i.e., rewards, working conditions, and supervisor support on employee commitment, a simple regression analysis was run in SPSS for all components within the study.

3.11.2 Qualitative Data Analysis

Qualitative data was classified into broad themes and categories and closely examined and compared for similarities and differences. During the course of presenting the qualitative data, narratives were included from interviews to emphasize certain basic facts/opinions.

3.12 Research Ethical Considerations

The major ethical challenge encountered in the study was privacy and confidentiality of the respondents. Anonymity was however used as a tool to overcome this challenge. The researcher ensured that no names were required anywhere on the instrument for data collection.

The researcher also ensured that the objectives of the study were clearly explained to all the respondents. She also sought consent from the participants. Those who wished not to participate or those that changed their minds later were respected.

CHAPTER FOUR:

RESULTS, INTERPRETATION & DISCUSSION OF THE FINDINGS

4.1. Descriptive Statistics of demographic characteristics

The respondents were asked about their demographic characteristics. Their responses are recorded in Table 1.

Table 1: Descriptive Statistics of Demographic Characteristics

Variable	Frequency (n = 325)	Proportion (%)
Gender		
Male	175	53.8
Female	150	46.2
Age		
Below 30 years	76	23.4
30 - 45 years	116	35.7
46 - 60 years	104	32.0
Above 60 years	29	8.9
Marital status		

Single	55	16.9
Married	229	70.5
Divorced/Separated	26	8.0
Widowed	15	4.6
Education level		
Master's degree	11	3.4
Bachelor Degree	146	44.9
Diploma	104	32.0
Certificate	64	19.7
Job category		
Traditional Civil Servant	90	27.7
Health Worker	63	19.4
Primary Teacher	66	20.3
Secondary Teacher	106	32.6
Working experience		
Less than a year	38	11.7
1 - 3 years	53	16.3
4 - 6 years	76	23.4
More than 6 years	158	48.6

Source: Field data 2022

From Table 1, it can be seen that the respondents were gender-balanced and therefore the responses reflect views of both male and female employees of Kabale DLG. Most of the respondents i. e., 67.7% were aged between 30 and 60 years, a vibrant age category with enough experience and in a better position to give the relevant knowledge concerning organizational support – the focus of this study. A small percent of the respondents i.e., 16.9% reported being single and more than half of the respondents (78.5%) are married. More than half of the respondents (80.3%) had attained an advanced level of education i.e., diploma, degree and master's degree. Only 19.7% had a certificate. Most of the respondents were secondary school teachers, followed by Traditional Civil Servants while the health workers and primary teachers had almost

equal representation. More than half of the respondents i.e., 72% had worked with Kabale DLG for more than four (4) years, a big number consisting of those that had spent more than 6 years.

4.2. Supervisory Support and Affective Commitment

The respondents were asked to indicate the extent to which they agreed with the following Supervisor experiences since they joined Kabale DLG on a scale of (1) . Their responses were summarized and presented in Table 2.

Table 2: Supervisory Support

Responses	Strongly				Strongly disagree
	agree	Agree	Undecided	Disagree	
I have benefited from supervisor support for role modeling behavior since I joined Kabale DLG. (SS1)	7.4%	28.0%	19.4%	42.8%	2.5%
I have been receiving task support from my supervisor at Kabale DLG which has improved my performance in my profession. (SS2)	21.2%	45.8%	16.6%	15.1%	1.2%
I have greatly gained from coaching as a form of supervisor support and I have picked up more abilities and awareness in my calling at Kabale DLG. (SS3)	0.9%	24.6%	19.4%	53.2%	1.8%
There is an effort to recognize the Kabale DLG staff's need for emotional support. (SS4)	0.0%	16.6%	32.0%	41.5%	9.8%
Supervisor support has helped me balance creative work-family management since I joined Kabale DLG. (SS5)	0.0%	8.3%	36.3%	42.2%	13.2%

I have received social support	4.3%	24.0%	20.9%	42.5%	8.3%
from my supervisor since I					
joined Kabale DLG. (SS6)					

Source: Field data 2022

From the study findings it was found that majority 42.8% of the respondents disagreed that they had benefited from supervisor support for role modelling behaviour since they joined Kabale DLG, 7.4% strongly agreed, 2.5% strongly disagreed whereas 19.4% were undecided. This is in line with Talukder (2019) who said when employees perceive high levels of support from their organization; they are more likely to feel committed and satisfied with their work. POS has also been linked to positive outcomes for both workers and employers itself.

It was found out by the majority 45.8% respondents who agreed that they had been receiving task support from their supervisor at Kabale DLG which had improved their performance in their profession. This is in line with Allas and Schaninger (2020) who said supervisor support has a notable influence on the job performance and overall well-being of workers. 21.2% strongly agreed, 16.6% were undecided, 15.1% disagreed and 1.2% strongly disagreed.

From the study findings, the majority of the respondents 53.2% disagreed they had greatly gained from coaching as a form of supervisor support and had picked up more abilities and awareness in their calling at Kabale DLG, 1.8% strongly disagreed, 19.4% were undecided, 24.6% agreed and 0.9% strongly agreed. This is in line with Kirkland et al.(2018) who said that POS creates a culture of reciprocity, where employees feel obligated to contribute to the organization's goals, believing that increased efforts in the organization's best interests' results in better outcomes.

It was found that the majority of the respondents 41.5% disagreed that there is an effort to recognize the Kabale DLG staff's need for emotional support, 9.8% strongly disagreed, 32% were undecided, 16.6% agreed with the statement whereas 00% strongly agreed. This is because higher POS creates a sense of belongingness in employees, which in turn reduces employee turnover rates as is in line with Pusparani, Amin and Ali (2021) who said that POS focuses on producing a workplace environment that makes

employees feel valued by the organization, resulting in a positive and pleasant working atmosphere.

Majority of the respondents 42.2% disagreed that Supervisor support has helped them balance creative work-family management since they joined Kabale DLG, 13.2% strongly disagreed, 36.3% were not sure, 8.3% agreed while 0.0% strongly disagreed. This is because creating a positive working environment through the continuous engagement of employees is essential as it is associated with factors such as job security, tenure, opportunities for growth, satisfaction with pay, and well-being as is in line with (Abarantyne, Naidoo & Rugimbana 2019)

From the study findings, the majority of the informants 42.5% disagreed that they had received social support from their supervisor since they joined Kabale DLG, 8.3% strongly disagreed, 20.9% were unaware, 24% agreed and 4.3% strongly agreed. This is in line with Wang, Albert and Sun (2020) who emphasized the importance of having a fair and equitable work environment in promoting employee retention. A positive work environment that values and appreciates employees can lead to increased happiness, job satisfaction, and loyalty.

On the other hand, during the interview guide, the key informants 1 and 2 said;;

“Working conditions play a crucial role in shaping an employee's perception of their organization, which can impact their continuance commitment. Employers should prioritize creating positive working conditions to foster employee satisfaction, retention, and organizational commitment.”

4.3. Work Environment and Continuance Commitment

The respondents were asked to indicate the extent to which the subsequent statements about Kabale DLG made them feel on a scale. Their responses were summarized and presented in Table 3.

Table 3: Work Environment

Responses	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
The physical working conditions (e.g., heating, ventilation, space, cleanliness, toilet system) are excellent. (WE1)	0.6%	2.2%	6.2%	78.8%	12.3%
My workplace is safe. (WE2)	18.8%	70.2%	6.5%	3.4%	1.2%
I've got the necessary resources (e.g., computers, desk, printer, and chair) required to do my work. (WE3)	1.8%	25.8%	10.5%	52.6%	9.2%
The policies and procedures used in the organization are clear to me. (WE4)	16.0%	59.7%	11.7%	9.5%	3.1%
Individual differences are respected here (e.g., gender, race, educational or family background). (WE5)	19.4%	59.1%	13.8%	5.2%	2.5%
I've got all the data I would need to try and do my job effectively. (WE6)	1.8%	20.6%	22.8%	47.1%	7.7%

Source: Field data 2022

From the study findings it was found that majority 78.8% of the respondents disagreed that the physical working conditions (e.g., heating, ventilation, space, cleanliness, and toilet system) were excellent at Kabale DLG, 12.3% strongly disagreed, 2.2% agreed, 0.6% strongly disagreed whereas 19.4% were undecided. This is in line with Lunt et al.

(2022) who asserts service industry employees are concerned about the working conditions which includes job safety and security, proper work load, flexible working hours, team work approach and supportive top managementsince improving working conditions leads to job satisfaction which makes the employees more committed towards organization.

It was found out by the majority (70.2%) of respondents who agreed that their workplace was safe at Kabale DLG which had improved their performance in their profession. This is in line with Dhir, Dutta & Ghosh (2020) who said enhancing working conditions increases job happiness, which increases employees' loyalty to the company. This research concluded that some good environments like fun at the workplace, health & safety facility, refreshment & recreation facility increase the degree of job satisfaction. 18.8% strongly agreed, 6.5% were undecided, 3.4% disagreed and 1.2% strongly disagreed.

From the study findings, the majority of the respondents (52.6%) disagreed they have got the necessary resources (e.g., computers, desk, printer, and chair) required to do their work at Kabale DLG, 9.2% strongly disagreed, 10.5% were undecided, 25.8% agreed and 1.8% strongly agreed. This is in line with Franken et al. (2021) who said factors to be considered for improving working conditions include improving safety at work place, improving machinery handling by giving proper training to workers and offering protective equipment to workers.

It was found out that the majority of the respondents 59.7% agreed that the policies and procedures used in the organization were clear to them, 16% strongly agreed, 11.7% were undecided, 9.7% disagreed with the statement whereas 3.1% strongly disagreed. This is in line with Bakotic and Babic (2013) who analyzed the relationship between working conditions and job satisfaction in Croatian Shipbuilding Company and found that empirical research showed that workers who work in administration were more satisfied with working conditions than workers who work under difficult working conditions.

The majority of the respondents 59.1% agreed that individual differences were respected at Kabale DLG (e.g., gender, race, educational or family background), 19.4% strongly

agreed, 13.8% were not sure, 5.2% disagreed while 2.5% strongly disagreed. This is because when employees receive favorable treatment from their supervisors, it can increase their Perceived organizational support (POS), particularly if employees believe that the attention bestowed is a result of the organization's policies, procedures, or culture rather than the personal motivation of their supervisor, this is known as attribution to the organization, as described by (Capodaglio. 2022).

It was concluded by majority of the respondents 47.1% who disagreed that they had got all the data they would need to try and do their job effectively at Kabale DLG, 7.7% strongly disagreed, 22.8% were unaware, 20.6% agreed and 1.8% strongly agreed. (Appendix 3).

During the interview, the key informants 3 and 7 mentioned that;

"Poor working conditions, such as unsafe or unhealthy working environments, inadequate equipment, or lack of resources, can lead employees to feel undervalued and unsupported. This can decrease their commitment to their employer, as they may feel that their employer does not care about their well-being. Additionally, a lack of opportunities for growth and development can lead to employees feeling stuck in their position, further decreasing their commitment to the organization."

On the other hand, the key informant 6 and 4 lamented

"Positive working conditions, such as a supportive work environment, fair compensation, opportunities for development and advancement, and work-life balance, can increase employee commitment to their employer. When employees feel valued, supported, and have opportunities for growth, they are more likely to feel committed to their organization and are less likely to leave."

During interviews, , the key informants 5,7 and 8 said that;

"In the public sector, employees may also be influenced by external factors such as political changes and budgetary constraints. These factors can impact working conditions, which can in turn affect employee continuance commitment."

For example, if an organization experiences frequent budget cuts that result in reduced staffing levels and increased workloads, employees may feel less committed to the organization because they perceive it as not providing them with the resources they need to do their job effectively.”

4.3. Rewards

The respondents were asked to indicate the extent to which they agreed with the rewards experiences since they joined Kabale DLG on a scale. Their responses were summarized and presented in Table 4.

Table 4: Rewards

Responses	Strongly				
	agree	Agree	Undecided	Disagree	Strongly disagree
I receive enough pay for my work. (RE1)	1.2%	2.8%	7.4%	52.9%	35.7%
I am attempting to find a better-paying job somewhere. (RE2)	2.5%	42.5%	34.5%	20.0%	0.6%
Benefits and salary contribute to my engagement. (RE3)	4.6%	43.7%	27.1%	21.2%	3.4%
I am satisfied with the security of my job. (RE4)	23.4%	67.1%	4.9%	3.4%	1.2%
I am content with the promotion criteria in my organization. (RE5)	16.3%	67.1%	8.9%	5.2%	2.5%
Employees work when more recognized. (RE6)	44.6%	41.5%	8.0%	4.6%	1.2%
My organization gives formal recognition for employee efforts to make a difference. (RE7)	1.8%	19.4%	14.2%	52.9%	11.7%
I am happy about the possibilities of advancement in my job. (RE8)	7.7%	35.1%	28.3%	24.0%	4.9%
I have the opportunity to innovate without hindrance. (RE9)	10.5%	23.7%	13.2%	37.2%	15.4%

Field data 2022

From the study findings it was found that majority 52.9% of the respondents disagreed they receive enough pay for their work at Kabale DLG, 35.7% strongly disagreed, 2.8% agreed, 1.2% strongly agreed whereas 7.4% were undecided. This is in line with

commitment (Mahmood Aziz et al., 2021) who said when an employee believes that the company has invested in their professional development or offered other types of support, this type of commitment may develop.

It was found out by the majority (42.5%) respondents who agreed that they were attempting to find a better-paying job somewhere. This is because organizations can plan remuneration frameworks to decrease failure to show up at work. In other words, 2.5% strongly agreed, 34.5% were undecided, 20.0% disagreed and 0.6% strongly disagreed and this was in line with (Jaleta, Kero&Kumera 2019) who said in order to compete with other organizations for a certain set of competencies and abilities that are more satisfying to the employees, a remuneration system must be effective.

From the study findings, the majority of the respondents (43.7%) agreed benefits and salary contribute to their engagement at Kabale DLG, 4.6% strongly disagreed, 27.1% were undecided, 21.2% disagreed and 3.4% strongly disagreed. This is in line with Agusand Selvaraj (2020) who also emphasized that the relationship between inherent and external rewards exist as a key factor in promoting consistent performance, which can in turn improve employee commitment.

It was found that the majority of the respondents 67.1% agreed that they were satisfied with the security of their job, 23.4% strongly agreed, 4.9% were undecided, 3.4% disagreed with the statement whereas 1.2% strongly disagreed. This is in line with Azar (2020) who supports this idea by stating that employees should feel valued and appreciated for their accomplishments, which can be achieved through rewards for good work.

The majority of the respondents 52.9% disagreed that their organization gives formal recognition for employee efforts to make a difference, 11.7% strongly disagreed, 14.2% were not sure, 19.4% agreed while 1.8% strongly agreed. This is in line with Gitau and Monari (2019) who argues that purposeful rewards derive employee commitment as opposed to financial rewards. One of the respondents mentioned that *“employee awards in an organization can create awards to recognize outstanding performance or contributions to the organization. These awards can be presented at regular intervals, such as monthly or annually, and can include monetary or non-monetary rewards.”*

From the study findings, it was found out from the majority respondents 35.1% agreed that they were happy about the possibilities of advancement in their job. This is in line with Stater & Stater (2019) who indicated that employees working in the public sector tend to give less significance to financial rewards in comparison to those working in the private entities. Instead, public sector employees tend to place greater value on service delivery. Providing opportunities for advancement is an important factor in employee retention and satisfaction. When employees feel that they have a clear career path and opportunities to develop their skills and knowledge, they are more likely to remain with the organization over the long-term. Additionally, providing opportunities for advancement can help to attract top talent to the organization and enhance its reputation as an employer of choice.

It was concluded by majority of the respondents 37.2% disagreed that they had opportunity to innovate without hindrance at Kabale DLG, 15.4% strongly disagreed, 13.2% were unaware, 23.7% agreed and 10.5% strongly agreed. This is in line with (Ormel et al., 2019) that discovered that public sector employees may place less importance on financial rewards, but such incentives are still highly valued.

According to key informants 12 and 15 *“When employees in the public sector are rewarded for their work, whether it be through pay raises, promotions, or other forms of recognition, they are likely to feel a greater sense of loyalty and obligation to their organization. This is especially true if the rewards are given in a way that is perceived as fair and equitable.”*

“On the other hand, if rewards are not given fairly or if they are not aligned with the values of the organization, this can have a negative impact on normative commitment. Employees may feel that the organization does not value their contributions or that they are not being treated fairly, which can lead to a decrease in their sense of loyalty and obligation to stay with the organization.”

In summary, rewards can play a significant role in shaping normative commitment in the public sector. It is important for organizations to design their reward systems in a

way that is aligned with their values and that is perceived as fair and equitable by employees.

4.4. Employee Commitment

The respondents were asked to indicate their level of commitment to Kabale DLG on a scale. Their responses were summarized and are presented in Tables 5 (Affective commitment), 6 (Continuance commitment), and 7 (normative commitment).

Table 5: Affective Commitment

Responses	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
I enjoy discussing my organization with people outside. (AC1)	15.7%	55.7%	16.0%	10.2%	2.5%
I am very happy to be a member of Kabale DLG. (AC2)	18.8%	70.2%	6.5%	3.4%	1.2%
I would be very happy to spend the rest of my career with Kabale DLG. (AC3)	21.8%	64.6%	7.7%	4.6%	1.2%
I do not feel emotionally attached to Kabale DLG. (AC4)	18.2%	56.6%	20.3%	4.0%	0.9%
I do not feel a strong sense of belonging to Kabale DLG. (AC5)	17.5%	56.3%	22.5%	1.8%	1.8%

Source: Primary data 2022

From the study findings on affective commitment, it was found that majority 55.7% of the respondents agreed they enjoyed discussing their organization with people outside, 15.7% strongly agreed, 10.2% disagreed, and 2.5% strongly disagreed whereas 16.0% were undecided.

It was found out by majority 70.2% respondents who agreed that they were very happy to be members of Kabale DLG. This is in line with Grego-Planer (2019) who said thatthe

construct of affective commitment can be described as the emotional attachment to an organization as manifested by an individual's identification with, and involvement in, that organization. As in line with the above 18.8% strongly agreed, 6.5% were undecided, 3.4% disagreed and 1.2% strongly disagreed.

From the study findings, the majority of the respondents 43.7% agreed benefits and salary contribute to their engagement at Kabale DLG, 4.6% strongly disagreed, 27.1% were undecided, 21.2% disagreed and 3.4% strongly disagreed. This is in line with Agus&Selvaraj (2020) who also emphasized that the relationship between inherent and external rewards exist as a key factor in promoting consistent performance, which can in turn improve employee commitment.

It was found that the majority of the respondents 64.6% agreed that they would be very happy to spend the rest of their career with Kabale DLG, 21.8% strongly agreed, 7.7% were undecided, 4.6% disagreed with the statement whereas 1.2% strongly disagreed. This is in line with Rubin, Willis & Ludwig (2019) who said utopian communities used longevity as an indicator of success.

The majority of the respondents 56.6% agreed that they do not feel emotionally attached to Kabale DLG, 18.2% strongly agreed, 20.3% were not sure, 4.0% agreed while 0.9% strongly agreed. This is in line with Kanter posited that there are three constructs of commitment that are manifested in a person by cognition (continuance), cathexis (cohesion), and evaluative (control) mechanisms.

From the study findings it was found out from the majority respondents 56.3% that they do not feel a strong sense of belonging to Kabale DLG, 17.5% strongly agreed, 22.5% were not sure, 1.8 disagreed, and 1.8 strongly disagreed. This is in line with Anwar & Abdullah (2021) who surveyed business and government managers and found that there are activities that organizations can structure that lead to the development of higher levels of commitment.

Table 6: Continuance Commitment

Responses	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
I repeatedly feel concerned about what I have to lose when I leave this organization. (CC1)	23.4%	64.9%	6.8%	3.4%	1.5%
I worry about the loss of investments I have made in Kabale DLG. (CC2)	16.0%	66.5%	9.5%	5.8%	2.2%
If I wasn't a member of Kabale DLG, I would be sad because my life would be disrupted. (CC3)	21.8%	65.5%	6.8%	4.6%	1.2%
I am loyal to Kabale DLG because I have invested a lot in it, emotionally, socially, and economically. (CC4)	16.3%	67.1%	9.2%	5.2%	2.2%

Source:Primary data 2022

From the study findings on continuance commitment, it was found that the majority 64.9% of the respondents agreed they repeatedly feel concerned about what they have to lose when they leave the organization, 23.4% strongly agreed, 3.4% disagreed, and 1.5% strongly disagreed whereas 6.8% were undecided. This is in line with Walk and Zhang (2019) who said you might feel that you should remain with your organization

because it has invested money or time in your training or perhaps it provided a reward in advance, such as paying for your college tuition.

It was found out by the majority 66.5% respondents who agreed that they worry about the loss of investments they have made in Kabale DLG. This is in line with the Sharma and Sinha (2015) workers tend to keep working in one institution due to financial and non-financial implications and benefits. As in line with the above 16.0% strongly agreed, 9.5% were undecided, 5.8% disagreed and 2.2% strongly disagreed.

From the study findings, the majority of the respondents 65.5% agreed if they were not members of Kabale DLG, they would be sad because their life would be disrupted, 21.8% strongly agreed, 6.8% were undecided, 4.6% disagreed and 1.2% strongly disagreed. This is in line with Gilbert and Konya (2020) who assert financial implication can be pensions and non-financials implication such as good relationship with fellow employees, therefore the worker cannot afford to quit the organization because of these costs.

It was found that the majority of the respondents 67.1% agreed that they were loyal to Kabale DLG because they have invested a lot in it, emotionally, socially, and economically, 16.3% strongly agreed, 9.2% were undecided, 5.2% disagreed with the statement whereas 2.2% strongly disagreed. This is in line with (Mayer. 2021) who said some people are committed to their jobs because they love what they do, or because their goals align with those of the company.

Table 7: Normative Commitment

Responses	Strongly				
	agree	Agree	Undecided	Disagree	Strongly disagree
I feel that I owe Kabale DLG a whole lot due to what it has done for me. (NC1)	22.2%	58.8%	14.2%	4.0%	0.9%
Kabale DLG deserves my loyalty due to its treatment of me. (NC2)	12.3%	64.3%	14.5%	6.8%	2.2%

I feel it's morally correct to dedicate myself to Kabale DLG. (NC3)	17.2%	50.2%	16.6%	15.1%	0.9%
I feel that I would be letting down my co-workers if I wasn't a member of Kabale DLG. (NC4)	12.0%	61.8%	14.8%	8.9%	2.5%

Source: Primary data 2022

Correlation between Supervisory Support and Affective Commitment

Testing Hypothesis one on Supervisory Support and Affective Commitment

The study further performed a simple Linear Regression analysis to establish the relationship between supervisor support and effective commitment in the public sector. The aim was to determine the percentage variation in the affective commitment explained by supervisory support. The results of the regression are portrayed in Table 8.

Table 8: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.745	.629	.552	.583529

a. Predictors: (Constant), Supervisory support

Source: Field data (2022)

Table 9: ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	21.848	1	16.532	180.266	.000
Residual	19.754	320	.032		
Total	40.602	325			

a. Dependent Variable: Affective Commitment

b. Predictors: (Constant), Supervisory support

The above Table 9 illustrates the significant effect of supervisory support on affective commitment since P-value (0.00) < 0.05. This is an indication that a significance of supervisory support occurs over affective commitment. null hypothesis is therefore rejected and concluded that “*there is a significant relationship between supervisor support and effective commitment in Kabale District Local government.*” This concludes that supervisory support is a significant predictor of affective commitment.

Table 10: Correlation between Rewards and Normative Commitment

		Rewards		Normative commitment
Spearman's rho	Rewards	Correlation Coefficient	1.000	.530**
		Sig. (2-tailed)	.	.000
		N	325	325
		Normative commitment		
		Correlation Coefficient	.530**	1.000
		Sig. (2-tailed)	.000	.
		N	325	325

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

Based on (Table 10) above, the alternative hypothesis is accepted and conclude that: *there is a significant positive relationship existed between rewards and normative commitment ($p = < 0.01$, $r = .530^{**}$) in Kabale Local Government* which suggests that when employees in Kabale Local Government receive rewards, such as salary increases, bonuses, promotions, recognition, or other forms of incentives, they are more likely to feel emotionally attached to the organization and have a sense of obligation to remain committed to it. The rewards may be perceived as a form of recognition and appreciation for their efforts, which in turn reinforces their commitment to the organization and enhances their loyalty. It also suggests that rewarding employees for their performance or contribution can be an effective strategy to foster normative commitment, which can lead to increased employee retention, engagement, and overall organizational performance. It may also highlight the importance of fair and transparent reward systems in promoting positive employee attitudes and behaviours, as well as the need for ongoing efforts to align rewards with employee needs and expectations.

Regression results on the Rewards and Normative Commitment

Table 11: Shows regression results on the Rewards and Normative Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533	.282	.270	.86105

a. Predictors: (Constant), Rewards

Results presented include R as .533, R squared as .282, adjusted R square as .270 and standard error of the estimate as .86105 using the predictor; rewards. The R² value of .282 suggests a 28.2% variance that rewards had on normative commitment while the remaining percentage of 71.8% could be attributed to other factors not studied. Lastly, rewards were found to have a significant positive effect of on normative commitment, it can be said that when employees are rewarded for their performance or contributions, they are more likely to develop a sense of loyalty and commitment to the organization. Rewards could be in the form of monetary bonuses, promotions, recognition, or other tangible or intangible incentives that are perceived as valuable by employees.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

5.1 Summary of Findings

In this part, a synopsis of the results is presented based on the study's particular objectives, which are described below.

Objective one:

Supervisor Support and Effective Commitment

From the study findings, it was found that employees had benefited from supervisor support for role modeling behavior since they joined Kabale DLG by the majority (42.8%) of the respondents who disagreed, 45.8% agreed they had been receiving task support from their supervisor at Kabale DLG which had improved their performance in their profession, while 53.2% disagreed they had greatly gained from coaching as a form of supervisor support and had picked up more abilities and awareness in their calling at Kabale DLG, In addition, 41.5% of the respondents disagreed that there is an effort to recognize the Kabale DLG staff's need for emotional support, 42.2% of the respondents disagreed that supervisor support has helped them balance creative work-family management since they joined Kabale DLG, and 42.5% of the respondents disagreed that they had received social support from their supervisor since they joined Kabale DLG. There was a significant effect between the supervisory support on affective commitment since $P\text{-value } (0.00) < 0.05$. This is an indication that a significance of supervisory support occurs over affective

commitment. The alternative hypothesis was therefore rejected and concluded that *“there is the relationship between supervisor support and effective commitment in Kabale District Local government.”* This concludes that supervisory support is a significant predictor of affective commitment.

Objective Two:

Work Conditions and Continuance Commitment

From the study findings, it was found that the majority (78.8%) of the respondents disagreed that the physical working conditions (e.g., heating, ventilation, space, cleanliness, and toilet system) were excellent at Kabale DLG, a majority of 70.2% respondents agreed that their workplace was safe at Kabale DLG which had improved their performance in their profession, while a majority of the respondents 52.6% disagreed they have got the necessary resources (e.g., computers, desk, printer, and chair) required to do their work at Kabale DLG. In addition, the majority of the respondents (59.7%) agreed that the policies and procedures used in the organization were clear to them, 59.1% agreed that individual differences were respected at Kabale DLG, and a 47.1% majority who disagreed that they had got all the data they would need to try and do their job effectively at Kabale DLG.

Objective three

Rewards and Normative commitment

From the study findings, it was found that the majority (52.9%) of the respondents disagreed they receive enough pay for their work at Kabale DLG, 42.5% respondents agreed that they were attempting to find a better-paying job somewhere, and respondents 43.7% agreed benefits and salary contribute to their engagement at Kabale DLG. Furthermore, 67.1% agreed that they were satisfied with the security of their job, 52.9% disagreed that their organization gives formal recognition for employee efforts to make a difference, 35.1% agreed that they were happy about the possibilities of advancement in their job, and 37.2% disagreed that they had opportunity to innovate without

hindrance at Kabale DLG. There was a positive significant relationship between rewards and normative commitment ($p = < 0.01$, $r = .530^{**}$) in Kabale Local Government which suggests that when employees in Kabale Local Government receive rewards, such as salary increases, bonuses, promotions, recognition, or other forms of incentives, they are more likely to feel emotionally attached to the organization and have a sense of obligation to remain committed to it.

5.2 ConclusionS

The following conclusions are presented basing on the study findings and in line with the study objectives respectively.

5.4.1 Supervisory support and affective commitment

The study found that there is a positive relationship between supervisory support and employee commitment, although the correlation coefficient for this variable was the lowest among the three factors analyzed. This implies that if employees perceive that their supervisors do not model behavior, provide coaching, support their personal development, help them balance work and family life, and offer social support, their commitment levels will be low. Thus, it is crucial for management to maintain and potentially enhance supervisory support by identifying employees' needs and providing adequate resources to address these needs, as this has a positive impact on their commitment.

5.4.2 Working conditions and Continuance Commitment

According to the study, the workplace environment in Kabale DLG has a favourable effect on employee commitment. It showed that their professional performance had improved due to the physical working environment, workplace safety, and availability of the essential resources. According to the study, Kabale DLG's workplace has a favourable effect on employee dedication. It demonstrated that their profession has improved due to their physical working environment, safe workplace, and availability of the required resources.

5.3 Rewards and Employee Commitment

The findings show that incentives significantly and favourably affect employees of Kabale DLG's dedication. According to the study, both financial and non-financial incentives are important in encouraging employees to be more dedicated to their work. At Kabale DLG, employees' engagement was boosted by benefits and compensation, job security, formal recognition of their efforts to make a difference, and freedom to innovate.

5.4 Recommendations

The recommendations that have been developed from the study's specific objectives are presented in this area.

- It is vital to regularly and thoroughly evaluate the training plans for each industry. According to the research, district management should work with the office of the chief administrative officer, where a review of training protocols is carried out based on the training guidelines, to address the issue of outdated employee selection and partiality. The selection process will be more transparent as a result, and more junior staff will have access to training possibilities.
- According to the research, district administration should address the issue of outdated staff appointments and bias in accordance with the chief administrative officer's office, where training guidelines are evaluated. The selection procedure will become more open as a result, and lower-level employees will have better access to training possibilities.
- In order to make judgments on training, it is required to develop a well-defined training strategy that has been thoroughly investigated within the context of Kabale DLG. Even if they are covered by a bond agreement, the district service commission ought to consider promoting employees who have been sponsored by the district in order to increase their level of dedication.
- The CAO and DHO offices should deal with the issue of rumours and intrigues and enforce regulations addressing health and safety concerns using the appropriate disciplinary measures.
- The CAO's office must allocate funds to develop infrastructure, including the

building of additional office buildings and their suitable furnishing, in order to improve the working conditions for employees. The working environment as a whole will improve as a result.

- Politicians should get training from the office of the chief administrative officer regarding their commitments, roles, and responsibilities. They must also make sure that any office policies that have an influence on district operations are handled through an internal reconciliation process. By doing this, political meddling in the district will be avoided.
- The report recommends that the CAO's office give worker privacy first priority by ensuring that all administrative buildings are built with offices that are evenly divided and have more space. In order to increase efficiency, the CAO should also expand the lines of communication within the hierarchy.
- According to the report, the CAO's office should make sure that enough money is set aside to buy necessities like computers, printers, desks, and chairs. This can be done by locating a trustworthy source of income and appointing dependable representatives to collect it, like town agents, parish leaders, and responsible accountants.
- The administration of Kabale DLG should make sure that it supports and promotes the Uganda Local Government Association (ULGA) in its fight for improved compensation and a uniform incentive system based on salary grades.
- The local government of Kabale district needs to assess the current promotion standards and procedures. This will deal with the issue of delays and guarantee that staff promotions are given according to merit.
- To monitor the processes and procedures connected to rewards and sanctions, a suitable tool or system should be put in place. Certificates of recognition should be proposed by department and sector leaders and forwarded to the rewards and sanctions committee for approval.
- For the district service commission to independently oversee the hiring process, the Chief Administrative Officer (CAO) should take administrative action via the Public Service Commission (PSC). This will guarantee that the right individuals are chosen, lowering the possibility of discontent.

5.5 Areas for further Studies

Below are some of the fields that have been pinpointed for further investigation:

- Autonomy, tasks, job interests, and employee commitment in Uganda's public sector is a topic identified for further study.
- Research can be carried out on the connection between management responsibilities and employee commitment.
- The influence of training policies on employee commitment in Uganda's public service can be a subject of study.

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