



Research Paper

# Perceived Satisfaction of Existence Needs and Workplace Behaviours of Administrative Staff at Makerere University

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## Abstract

The presence of administrative staff is now a crucial component in stimulating efficient management of the institution following the established educational policies. So, to ensure successful and efficient service delivery to fellow staff, students, members of the public, and other stakeholders, these administrative staff ought to display healthy workplace behaviours. Otherwise, their actions regardless of the situation might add to worrisome signs of a decline in the University's service delivery quality. This study looked at 'perceived satisfaction of existence needs and workplace behaviours of administrative staff in Makerere University. The data were analyzed using descriptive statistics and correlation analysis. The study established that workplace behaviours were mostly influenced by administrative staff's positive perception of existence needs satisfaction, an indication that a relationship existed. The study recommended that Makerere University Council together with the Directorate of Human resources should revise staff management policies to improve compensation systems of administrative staff commensurate to their work and qualifications. The university should take a cue from the employee management systems of other semi-autonomous institutions where administrative staff is entitled to overtime pay, housing, medical coverage, transportation, insurance coverage, meals at work, and family time.

**Key words:** Perceived satisfaction, Existence needs, administrative staff, Workplace behaviours

*Received 20 Dec., 2022; Revised 01 Jan., 2023; Accepted 02 Jan., 2023 © The author(s) 2023.*

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## I. Introduction

Existence is the act of being exercised by presence, where every condition has a principle that explains its being, essence, and presence (Bose, Patnaik, & Mohanty, 2021). The perceived satisfaction of existence needs suggests that there are considered moral standards that are necessary for humans for the genuinely existent individual item to exist. Thus, the "verb" perceived existence is always predicated on individuals because there is a problem with what they are to say about the existence of abstract objects in terms of qualities, relations, and numbers (Armstrong, 2019). Therefore, how managers plan and manage employees' existence needs for satisfaction at work determines the employee's perception that stimulates them into productive or counterproductive workplace behaviour. According to the cited literature, perceived existence needs satisfaction with work is a pleasant and positive emotional state resulting from the assessment of one's contributions and achievements at work. As a result, the satisfaction of existence needs at work has a huge influence on employees, who become polite and sociable, adopt a can-do mentality, work to meet deadlines, take ownership of their tasks, are open to change, arrive on time, and consistently attend to their jobs (Kundi, Aboramadan, Elhamalawi, and Shahid 2021). To avoid employee frustration at work then, there is a need to promote satisfaction which can result from the attainment of basic existence needs satisfaction associated with positive workplace behaviours (Malekaand Schultz, 2021). The objective of this study was to find out whether a significant relationship exists between the perceived satisfaction of existing needs and the workplace behaviours

of the administrative staff at Makerere University. While at Makerere University, the perceived satisfaction of existence needs under this study was mainly observed through the principles of job security, and satisfactory compensation (wages and non-wage compensation).

## **II. Literature Review**

Schuler, et, al., (2016) examined whether the effects of need satisfaction and implicit dispositions moderated the relationship between felt autonomy and well-being. Following Schuler et al' study, the findings made the results to indicate that the degree to which people benefit from existence need satisfaction depended on their implicit disposition towards the felt existence. However, it was not known whether administrative staff ranking the potential moderating role of need strength deserved continued attention before any firm conclusions could be drawn.

Chirumbolo (2014) studied the impact of job insecurity on counterproductive work behaviours; investigating the moderating role of honesty–humility personality trait. The results confirmed that job insecurity was positively related to counterproductive work behaviours whereas Honesty–Humility was negatively associated with them. This differed from Bing, Shanshi, Donglai, and Hongchun's (2015) investigations on whether organizational identification mediated the effects of job security on in-role behaviour and extra-role behaviour and how these mediation mechanisms differed according to gender. Their findings indicated that organizational identification partially mediated the effect of job security on in-role behaviour and fully mediated the effect of job security on extra-role behaviour. This was related to Schalkwyk, Danie, Bothma, and Rothmann's (2010) study on the relationship between job insecurity, leadership empowerment behaviour, employee engagement, and intention to leave their jobs, where results showed that job insecurity was not statistically significantly related to employee engagement and turnover intention. Moreover, reports from Otage (2016) had earlier pointed to issues of staff turnover at Makerere University linking it to leadership clashes by University bosses in a highly-ranked public University. This did not only affect productivity but demoralized work efforts as no employee would love to work in an environment with leadership clashes. Could Otage's observation explain the circumstances of those staff who earn high but work less? Or an explanation of employees' feeling of existence in the University had some questions not fully answered.

When Lawrence and Kacmar (2017) explored the impact of job insecurity on employees' unethical behaviours by examining the psychological processes through which unethical behaviours occur, it subsequently impaired an employee's ability to activate self-regulating processes to avoid engaging in unethical behaviours. Assuming that there was naturally bad-behaved administrative staff in the University, can a self-regulating process be maintained or staff become loose and demonstrate their unproductive behaviours causing discomfort to stakeholders? So, the findings from Lawrence & Kacmar (2017) are further compared to Staufenbiel & König (2010) model presenting the effects of job insecurity on four organizationally important outcomes: in-role behaviour, organizational citizenship behaviour, turnover intention, and absenteeism. The authors tested the model with a sample of non-managerial employees using the structural equation modelling and indicated that the effects of job insecurity were more complex than previously assumed, extending previous research into a hindrance and challenged stressors because they showed that stressors should not be categorized as either hindrance or challenge. Instead, it might be more appropriate to conceptualize hindrances and challenges as two dimensions. So, it calls for further studies on the challenges of existence needs satisfaction among administrative staff in Makerere University if counterproductive workplace behaviours among them are to reduce. A key inference was how Connelly and Torrence (2018) revealed the phenomenon of emotion triggered by social comparison emotion and critical socio-emotional resources being looked at as existence needs support in form of task compensation and social support describing how this organizational support potentially impacted the worker's experience of psychological safety.

Following the study by Mpaata, Lubogoyi and Okiria (2017), Maleka and Schiltz (2021), the major financial sources for remuneration of administrative staff in a University are tuition, publication fees and third-stream income (for example offering short learning courses); the performance indicators which lead to administrative staff remuneration and positive work productivity today are not purely financial or are unclear. But if that was the case, then this study will determine how administrative workplace productivity indicators are to be weighted as compensational factors in Makerere University. Importantly, Larkin and Pierce (2015) studied compensation and employee misconduct; looked at the inseparability of productive and counterproductive behaviours in firms and found out that the effects of job security and absence of compensation on both productivity and misconduct tended to go in the same direction. The same study also revealed that the link between job insecurity and emotional exhaustion as well as the mediated relationship between job insecurity and unethical behaviour through emotional exhaustion were weaker for employees who had high adaptability and stronger for employees who were highly embedded in their organization. This study was subjected to a test in the education sector, where it was observed that administrative staff were acting in more unconventional way.

Ting, Ruolian, and Zhen (2017) carried out a study on the impact of pay-for-performance perception and pay level satisfaction on employee work attitudes and extra-role behaviours. Their study gave results that showed that pay for performance perception and pay level satisfaction were significant predictors of work attitudes and extra-role behaviours. This could be confirmed when the roles of task characteristics, organizational social support, and individual proactivity on innovative work behaviour were examined as was the case with Mutonyi, Terje and Gudbrand (2020) when they analyzed empirical data and found out that task characteristics, organizational social support, and proactive personality had a positive impact on workplace behaviours; and that proactive personality was also found to be a moderator in the relationship between task characteristics and workplace behaviours. Their findings had theoretical and practical implications for the implementation of satisfactory pay efforts in organizations (McGregor; 2009, Anguyo&Muhindo; 2015). Whether it was true or not, this study could help build on it further.

Bos-Nehles, Renkema, and Janssen (2017) wrote a paper to determine the best human resource management practices for boosting innovative workplace behaviours to understand the theoretical reasons for this; and to discover mediators and moderators in the relationship between human resource management practices and innovative workplace behaviours. The authors carried out a content analysis on 27 peer-reviewed journal articles. The definitions and items provided in the articles observed that the best human resource management strategies are training and development, reward, job security, autonomy, task composition, job demand, and feedback. These strategies were found to be most effective in fostering innovative workplace behaviors.

Odubuker (2017) assessed the relationship between employee reward and job satisfaction at Uganda Management Institute. His study established that a moderate positive change in employee reward was related to a moderate positive change in work productivity and job satisfaction. According to Armstrong (2019), however, the reward system is not necessarily monetary, but that praise, participation in projects, and leadership are key rewards. That was why Ogolo, Oweriand Chukwijama (2016) similar to Adams (1965) had earlier observed that employees do not look at only salary as a basic reward as they get their input and compare it with the output from the organizations. This was also evidenced by Odubuker (2017) that, in terms of monetary rewards, what motivated employees to feel existence and work productively at Uganda Management Institute was not the basic salary, but extra pay for the extra workload. From Odubuker's study, it was clear that both pecuniary and non-pecuniary rewards led to perceived existence satisfaction among employees. Now that Uganda Management Institute is a public university, it was important to compare the indicators of psychological existence needs satisfaction with that of Makerere University.

Cherotich, Chepkilot, Stellah, and Muhangi (2015) also investigated the impact of rewards on employee behaviours. Their results from regression analysis on 108 employees in Kenya revealed that pay benefits explained 0.21% variation in job satisfaction which made respondents specifically happy with family, health, education, and retirement benefits. The same study also found that the relationship between rewards and work withdrawal behaviour (lateness and absenteeism) was negative. This could not be related to Bwambale's (2017) analysis that revealed employees coming late for work, mislead records, took excessive breaks, and no longer doing full day's work because of unsatisfactory remuneration. All these studies were carried out by concentrating on analyzing the context of the manufacturing sector, yet in education as a service sector, more studies were needed to close the gap thus making it more necessary for this study. Similarly, Janine & Crystal (2017) determined whether there was a relationship between rewards, trust, and engagement, as well as whether rewards were able to predict trust and engagement in the South African manufacturing sector. Utilizing an exploratory and cross-sectional research design, the results indicated that there was a moderate-to-strong positive relationship between the three constructs (rewards, trust, and engagement) and that rewards were able to predict trust and engagement.

In the same effort, Owusu (2014) had an in-depth interview conducted on four management staff to elicit their responses on job satisfaction and found out that the management and employees viewed compensation/pay as their main determinant of job satisfaction, especially with health and safety policies that increased the perception of organizational support as a factor that influenced employee existence needs. It is not known whether Makerere University, the administrative staff who seem to work overtime pose a positive impact on their performance or the nature of their work negatively affects performance and they feel under-compensated, thus making this study explore further.

Haski-Leventhal, Kach, and Pournader (2019) studied employee need satisfaction and positive workplace outcomes. Drawing on a survey of 4,127 employees, they examined how satisfaction of psychological needs through curriculum vitae affected job satisfaction and affective commitment. Their findings indicated that relatedness and need satisfaction through curriculum vitae positively affected job satisfaction and affective commitment. This could be true but would be effective if supported by the working environment. Just as Raziq and Maulabakhsh (2015) analyzed the impact of the working environment on employee job satisfaction and indicated a positive relationship between the working environment and employee job satisfaction. This would imply that those with a rich curriculum vitae and a supportive working environment would develop

stronger existence than those without a supportive working environment. It was believed that the majority of administrative staff in Makerere had built a self-valued rich curriculum vitae but the workplace working environment was not supportive to create inner satisfaction. Something which was thought to attract them to engage in unexpected workplace behaviours.

### III. Methodology

The study employed a cross-sectional survey research design in which data were collected from a stratified sample of 191 administrative staff, who were drawn from a target population of 380. This was done using slightly adapted versions of Schneider and Alderfer's (1973)'s and Spector et al. (2006)'s self-administered questionnaires (on need satisfaction and workplace behaviour respectively). The Cronbach's Alpha co-efficient already calculated and known for the variables was employed. The items in the instrument developed, had responses made on a 6-point Likert scale while having options of strongly disagree, disagree, somewhat disagree, somewhat agree, agree and strongly agree. Lastly, the data were analyzed using descriptive statistics, Pearson Product Moment Correlation Coefficient, and Simple Linear Regression Analysis.

### IV. Results of the findings

#### 4.1 Descriptive statistics on the background variables

**Table 1:** Respondents background variables

College of work	Frequency	Percent
CAES	18	9
CoBAMS	19	10
CoCIS	22	12
CEES	8	4
CEDAT	20	11
CHS	12	6
CHUSS	10	5
CoNAS	19	10
CoVAB	21	11
School of Law	9	5
Halls of Residence	25	13
Other	8	4
<b>Total</b>	<b>191</b>	<b>191</b>
Main area of work	Frequency	Percent
Senior level administration	12	6
Administrative Faculty	82	43
Professional	96	50
Executive Branch Appointments	1	1
<b>Total</b>	<b>191</b>	<b>100.0</b>
Gender	Frequency	Percent
Male	121	63
Female	70	37
<b>Total</b>	<b>191</b>	<b>100.0</b>
Age	Frequency	Percent
Less than 25 years	12	6
26 to 35 years	78	41
36 to 45 years	77	40
46 to 55 years	22	12
Other	2	1
<b>Total</b>	<b>191</b>	<b>100.0</b>
Experience	Frequency	Percent
1 to 3 years	58	30
4 to 6 years	85	45
7 to 10 years	42	22
11 years and above	6	3
<b>Total</b>	<b>191</b>	<b>100.0</b>

**Source: Primary Data 2021**

Table 1, indicates that the respondent's biodata revealed that half of the respondents 50.3% were Professional staff whereas 42.9% fell under administrative faculty and 6.3% were in the senior-level administration category. Furthermore, results of the respondent's colleges of work were recorded and it was found that staff from CoCIS constituted 12% of the study, CoVAB 11%, and CEDAT 11% with the rest of the respondents hailing from other Colleges. Staff working in the various halls of residence in the university also constituted about 13% of the study. Table 1 showed that 121(63%) of the respondents were male compared to 70 (37%) who were female. On the respondents' experience, 85(45%) had a teaching experience of 4 to 6 years followed by 58(30%) with teaching experience of fewer than three years, those with a teaching experience between 7 to 10 years constituted 42(22%) respondents while least representation was of academic staff with experience of 11 years and above 6(3%). Table 1 indicates that respondents aged between 26-35 years constituted 41% of the study 78, and those aged 36 - 45 were 77(40%). Those less than 25 years were 12(6%) whereas those aged 46 to 55 were 22(12%) and those older than 55 years were 2(1%).

#### 4.2 Descriptive Statistics on Security as an Attribute of Existence Needs

Item (Security)	SA	A	SWA	SDA	D	SD	Mean	STD
I do things that make me feel safe when I am doing them	86 (45%)	77 (40%)	25 (13%)	3 (2%)	-	-	1.71	0.751
I do things which make me feel relaxed	28 (15%)	59 (31%)	74 (39%)	17 (9%)	5 (3%)	8 (4%)	2.66	1.167
I do things which I am content to do	47 (26%)	84(46%)	44 (24%)	8 (4%)	1 (5%)	-	2.09	0.845
I do things that are easy for me	35 (19%)	52 (28%)	35 (19%)	34 (18%)	30 (16%)	1 (1%)	2.87	1.375
I do things that are familiar	31 (17%)	71 (38%)	74 (39%)	11 (6%)	1 (1%)	-	2.36	0.845
I do things which give me a feeling of security	78 (41%)	81 (42%)	30 (16%)	2 (1%)	-	-	1.77	0.746
I feel completely safe from physical harm in the work that I do.	77 (40%)	80 (42%)	32 (17%)	2 (1%)	-	-	1.79	0.755
I sense that my physical well-being is sometimes in danger in my work	33 (17%)	47 (25%)	38 (20%)	39 (20%)	33 (17%)	1 (1%)	2.97	1.374

*Key: SA- Strongly Agree, A- Agree, SWA – Some What Agree, SDA- strongly disagree, D – Disagree, SD- Strongly Disagree. Source: own study.*

Results from Table 2 on job security satisfaction revealed that 188 (98.4%) of research participants agreed that they engaged in activities that made them feel safe while executing them, while only 3 (1.6%) did not. These percentages suggested that staff were more likely to work in a secure environment. The mean value of 1.71 concurred with 2 = Agree on the scale that was used. While the standard deviation of 0.751 meant that they had comparable opinions since it was low. Furthermore, 161 (84.2%) respondents indicated that they did things that made them feel relaxed, whereas 30 (15.7%) disagreed. A mean of 2.66 corresponded to 2 on agree and a standard deviation of 1.167 meant that they had similar opinions since it was low. Additionally, a great proportion of the respondents agreed that they did things that they are contented to do 175(91.6%), did things that gave them a feeling of security 189(98.9%) and those that felt completely safe from physical harm in the work they did were 189(98.9%). 122(63) also agreed that they did things that were easy for them whereas 65(34%) disagreed.

However, 118(61.8%) of the respondents agreed that they sensed that their physical well-being was at times in danger at work whereas only 73(38.2%) disagreed. Results from Table 2 showed an overall mean of 2.28 and a standard deviation of 0.529 which implied that most of the staff agreed that they felt secure while carrying out their duties.

#### 4.3 Existence Needs Satisfaction: Compensation

Table 3 shows that respondents' opinions on compensation as characteristics of existence needs were favorable when workers were well compensated in terms of their wages and non-wage remuneration. This expectation was supported by the workers' positive workplace behaviors.



**Table: 3.** Descriptive statistics on Compensation as an attribute of existence needs

Item (Compensation)	SA	A	SWA	SDA	D	SD	Mean	STD
I do things that look like they will benefit me in the future	35%	45%	16%	2%	2%	-	1.90	0.856
I do things which meet my pay	15%	22%	14%	13%	19%	18%	3.55	1.746
I do things which make me feel comfortable	12%	27%	38%	13%	10%	-	2.82	1.112

Key: SA- Strongly Agree, A- Agree, SWA – Some What Agree, SDA- strongly disagree, D – Disagree, SD- Strongly Disagree. Source: own study.

When asked whether they did things that looked like they would benefit them in the future, 184(96.3%) of the respondents agreed whereas 7(3.7%) disagreed. This was further backed by a mean of 1.90 that’s close to 2 (agreed) and a standard deviation of 0.856 which implied that the responses were quite similar among the respondents. 147(77.5%) of the respondents agreed that they did things that made them feel comfortable whereas 43(22.5%) disagreed. Furthermore, the number of respondents who agreed that they did things that were commensurate to their pay 95(49.7%) was less than those that disagreed 96(50.3%). With a mean of 3.55 close to 4(disagree) and a standard deviation of 1.756, this implied that most of the staff were not contented with the compensation they were receiving for the work they were doing. From the objective, the answer is those workplace behaviours were mostly influenced by administrative staff’s positive perception of existence needs satisfaction, an indication that a relationship exists. This was based on the fact that the majority of respondents agreed that their being at work was a result of perceived satisfaction of existence needs although some minority respondents indicated that existence needs satisfaction was not to their expectations.

**1. Testing of the study hypotheses**

The testing of the study hypothesis was done to test whether there were positive relationships between the extent of satisfaction of existence needs and the workplace behaviours of the administrative staff at Makerere University. To test these hypotheses, Pearson’s Correlation Co-Efficient Index and Simple Linear Regression Analysis were carried out.

H1: There was a relationship between the extent of satisfaction of existence needs and the workplace behaviours of administrative staff in Makerere University.

H0: There was no relationship between the extent of satisfaction of existence needs and the workplace behaviours of administrative staff in Makerere University.

Table 4: Pearson’s correlation coefficient index between perceived satisfaction of existence needs and the workplace behaviours of administrative staff in Makerere University.

Correlations			
		Existence Needs	Workplace Behaviours
Existence Needs	Pearson Correlation	1	-.252**
	Sig. (2-tailed)		.000
	N	191	191
Workplace Behaviours	Pearson Correlation	-.252**	1
	Sig. (2-tailed)	.000	
	N	191	191

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

According to Pearson’s correlation coefficient index, in Table 3, the results were statistically significant, a low negative correlation between perceived existence needs satisfaction and work place behaviours of administrative staff in Makerere University ( $r = -.252^{**}$ ,  $n = 191$ ,  $p < .000$ ). Hence H1 was supported.

A simple regression analysis on the relationship between the extent of satisfaction of existence needs and the workplace behaviors of administrative staff was done. Findings are presented in Table 4.14, A to C.

Table 4.14A: Model summary on existence needs and workplace behaviors in Makerere University

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.252 <sup>a</sup>	.064	.059	.14349

a. Predictors: (Constant), Existence needs

Table 4.14B: ANOVA on existence needs and workplace behaviors in Makerere University

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.264	1	.264	12.832	.000 <sup>b</sup>
	Residual	3.891	189	.021		
	Total	4.156	190			

a. Dependent Variable: Workplace Behaviours

b. Predictors: (Constant), Existence Needs

Table 4.14C: Correlation coefficient on existence needs and workplace behaviors in Makerere University

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.218	.046		26.761	.000
Existence Needs	-.066	.018	-.252	-3.582	.000

a. Dependent Variable: Workplace Behaviours

Table 4.14A shows the modal summary on the relationship between existence needs and workplace behaviors, adjusted  $r^2 = .059$  which meant that existence needssatisfaction only predicted 59% of the change in work place behaviors of administrative staff in Makerere University. The ANOVA table 4.14B showed  $F = 12.832$  and a significance P value = 0.000, less than 0.05. Furthermore, in Table 4.14C the Beta value - 0.252 had a significance P value = 0.000 less than 0.05. These results indicated that existence needssatisfaction significantly predicted workplace behaviors of administrative staff in Makerere University.

## V. Discussion

The objective of the study was to find out whether a significant relationship existed between the extent to which existence needs were satisfied and the workplace behaviours of the administrative staff at Makerere University. Findings from respondents at Makerere University revealed a significant relationship between perceived existence needs satisfaction and the workplace behaviours of staff. This implied that the process of satisfying existing needs among administrative staff in Makerere had been handled in the best of staff interests. As staff felt more secure at work and adequately compensated, their tendencies of exhibiting undesirable workplace behaviours that were characterized by sabotage, production deviance, theft, abuse, and withdrawal were reduced. These findings revealed were backed by Chirumbolo (2014) who studied the impact of job insecurity on counterproductive work behaviours and confirmed that job insecurity was positively related to counterproductive work behaviours; which was in line with Bing, Donglai, and Hongchun (2015) findings of job security negatively relating to counterproductive workplace behaviours.

Generally, losing a job has serious economic consequences on an employee and subsequently, employees who face the prospect of job loss may also experience much ambiguity and uncertainty about losing their economic privileges and stability (Armstrong, 2014). Just as Lawrence and Kacmar (2017) explored the impact of job insecurity on employees' unethical behaviour by examining the psychological processes through which unethical behaviour would occur, employees who faced an uncertain future would not be able to effectively cope with the situation thus experiencing a higher level of stress among them. Indeed Lawrence and

Kacmar (2017) confirmed that job insecurity increased emotional exhaustion, which subsequently impaired an employee's ability to activate self-regulating processes to avoid engaging in unethical behaviours.

Since Makerere University went through rapid changes to fit in the international higher education academic circles that attracted the university into the college system direction, maybe, it was one way of reducing costs and increasing efficiency on the side of the university. But the processes of restructuring, merging faculties, departments, and offices, privatization of activities, and outsourcing had caused more worries among administrative staff as staff feelings of insecurity about their actual jobs rose (Kawalya, 2012). So, some of the demonstrated undesirable workplace behaviours observed among administrative staff could have been because of the perceived powerlessness to maintain desired continuity in a threatened job situation. However, Schalkwyk, Danie, Bothma, and Rothmann (2010) seemed not to be in line with the findings when they found out that job insecurity was not statistically significantly related to employee engagement and turnover intention. As a researcher, it became easier to agree with Schalkwyk, Danie, Bothma, and Rothmann's (2010) findings because various studies on job insecurity had indicated that job insecurity negatively influenced employees' work attitudes and behavioural intentions and therefore the argument is that an employee's feeling of job security might depend on the strength of the relationship with the job.

In the same direction as the study findings, Larkin and Pierce (2015) studied compensation and employee misconduct. The inseparability of productive and counterproductive behaviour in firms found that the effects of job security and absence of compensation on both productivity and misconduct tended to go in the same direction. And that the same study revealed that the link between job insecurity and emotional exhaustion as well as the mediated relationship between job insecurity and unethical behaviour through emotional exhaustion were weaker for employees who had high adaptability and stronger for employees who were highly embedded in their organization. Larkin and Pierce's findings continued to show that proper compensation improved good workplace behaviours similar in many ways to Ting, Ruolian & Zhen (2017) who carried out a study on the impact of pay-for-performance perception and pay level satisfaction on employee work attitudes and extra-role behaviours and found that pay for performance perception and pay level satisfaction were significant predictors of work attitudes and extra-role behaviours. Generally, employee incentives and compensation plans worked because they motivated employees and drove specific positive work behaviours which are in line with the study findings. So reinforcing behaviour with a positive reward increased the frequency of that behaviour just as Ting, Ruolian & Zhen (2017) and quoted Adams 1969 stating that once employees realize that they are compensated for a certain behaviour, they tend to repeat that same behaviour. Christina, Seigie, and Binghuang (2019) observed that when employers fail to compensate employees to create healthy work relationships, this provokes employees to pursue unhealthy or unsafe workplace behaviours. It might then be that this strength of satisfactory compensation explained a process of negotiated exchanges between employees and their employers.

Of all the factors that resulted in employee compensation, the study revealed that the most important one for administrative staff was making progress in meaningful work; and that to create actual meaning and properly manage administrative staff, university managers needed to dig deep and discover what it was that truly mattered to these staff. In that case, the findings indicated that the administrative staff had demonstrated a relationship between the extent of satisfaction with existing needs and workplace behaviours. Now that the researcher is certain, it has been discovered, the university council would create incentive programs around the satisfaction of existing needs, and establish a connection between the employee's work and the incentives the university is offering. This would indeed help to reduce the unproductive workplace behaviours demonstrated by administrative staff, as well as a reduction in stakeholder complaints.

The researcher's findings were further backed by Anguyo&Muhindo (2015) and McGregor (2009) who pointed out that the implementation of satisfactory pay efforts in organizations helped to reduce erroneous behaviors. Similar to Cherotich, Chepkilot, Stellah&Muhanji (2015), the impact of rewards (pay) on employee behaviours made employees happier, more contented, and more hardworking when they were well rewarded. Indeed looking at this study's findings, the relationship between compensation and work withdrawal behaviours (lateness and absenteeism) was negative which could make the researcher believe that at the moment, administrative staff might be happier at work; although Bwambale (2017) pointed out issues of employees coming late for work, misleading records, taking excessive breaks and no longer doing full day's work and linked it to unsatisfactory remuneration. The cause of such behaviors as high lightened by Bwambale could be by other factors as the study findings had rejected it.

The study showed that highly satisfied administrative staff employ extra effort and contribute positively to the effectiveness and efficiency of their University. The same thinking was generated by Thiagaraj and Thangaswamy (2017) in a study on the theoretical concept of job satisfaction. And within the study, job satisfaction was a significant determinant of organizational commitment. When observing Connelly and Torrence (2018), the phenomenon of emotions triggered by social comparison and critical socio-emotional resources are being looked at as existence needs support in form of tasks, flexibility, communication, health, safety, and social support describing how this organizational support potentially impacted the worker's



experience, productivity, and behaviours. In the same spirit, Matta and Dyne (2020) also believed that the approach of continuous communication (as a form of organization support) practiced by the managers had implications on the different levels of psychological satisfaction experienced by the employees.

Again, in confirming Connelly and Torrence (2018), the emotions such as anxiety, stress, unfairness, inferiority, and vulnerability were triggered by perceived inequity and comparison with the decisions or resources of the referent others of higher levels. Yet still, on the other hand, the emotions of pride, empathy, shared goals, and support was generated by the care, collective interest, and comparison of the referent others of lower level such as the subordinate (downward social comparison emotion) which defined the possible changes in workplace practices. This meant that the observable and narrated administrative staff workplace behaviour changes could be a sign demonstrating a gap in employee care through feedback, timely and specific information sharing, and participatory form of communication, thus contributing to the negative perception of procedural and interactional fairness. As such, a lot had to be discovered through this study to prove the above findings either were positive or negative within Makerere University. Good enough, the study findings confirmed that there was a relationship between the extent of satisfaction of existence needs and the workplace behaviours of administrative staff.

Lee's (2016) findings further supported the study findings in that, though Lee (2016) found that pride in the organization was a determining factor for job satisfaction in both profit and non-profit sectors, the absence of working space, food, water, shelter, safety, health, secure employment, and property could not influence an employee to feel proud. And once this happened, it attracted employees into deviant workplace behaviours to find a fit. There could be many other factors that could attract employees into unproductive workplace behaviours but Chen (2014) proposed the managers' motivational styles and their link beyond the intrinsic-extrinsic dichotomy, and that managers in public institutions could become intrinsically motivated at the expense of their supervisee's which in turn affects the work productivity of staff.

Though the need for ensuring employee existence needs satisfaction becomes a matter of necessity for every organization, the outcome of the analysis done by Inuwa (2016) depicted that there was a positive and significant relationship between job satisfaction on the performance of staff which greatly supported the study findings. Based on Alderfer (1969), an individual cannot fully perceive satisfaction solely on one need at a time as this does not effectively motivate an employee to be positively productive, rather promoting the frustration-regression aspect where employees revert to demand other needs. As part of fulfilling employees' existence needs to promote work engagement and reduce conflicts outbreak, Freda Van der (2018) proposed the use of spiritual workplaces as they signal more efforts in contributing to employees' existence needs by paying more attention to relationship management and networking which improves work productivity.

Just as the study findings are in line with Nadine's (2018) observations, the satisfaction of existence needs supported job satisfaction which determined organizational performance. As such, those speculations by Karuhanga (2010) and Kiiiza (2015; 2016) may not be taken seriously since Makerere university managers have been struggling to satisfy the existence needs with the aim of improving the productivity of its administrative staff as demonstrated by the study findings.

## **VI. Conclusion**

According to the study's objective, it was found that the workplace behaviors of Makerere University's administrative staff were significantly correlated with their existence needs satisfaction. The study concludes that the administrative staff feels much better about their job security and that they are fairly compensated for their efforts. By improving their confirmation status and offering more favorable, competitive terms of service, their job stability can be improved as a result. The study thus recommended that Makerere University Council together with the Directorate of Human resources should revise staff management policies to improve compensation systems of administrative staff commensurate to their work and qualifications. Makerere University should take a cue from the employee management systems of other semi-autonomous institutions where administrative staff is entitled to overtime pay, housing, medical coverage, transportation, insurance coverage, meals at work, and family time.

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