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**DIVERSITY MANAGEMENT, JOB SATISFACTION AND INSTITUTIONAL
PERFORMANCE: A CASE OF LOCAL GOVERNMENT IN TESO
SUB-REGION**

BY

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BU/GS23/MBA/17

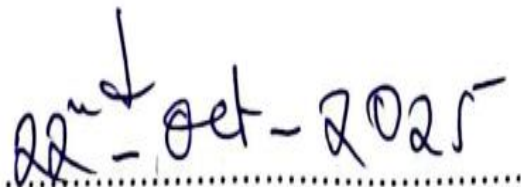
**A RESEARCH DISSERTATION SUBMITTED TO THE DIRECTORATE OF
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FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF THE DEGREE OF MASTER OF
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BUSITEMA UNIVERSITY**

OCTOBER, 2025

DECLARATION

I, **Emunyu William**, declare that this is research dissertation is my original piece of work that has never been submitted to any other university for academic award. And to the best of my knowledge, it does not contain any material previously published by another person except where due reference has been made in the text.

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APPROVAL

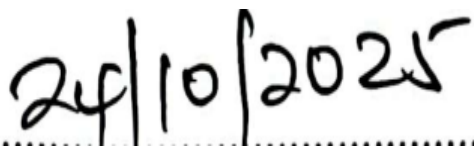
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DEDICATION

I dedicate this research dissertation to my wives; Claire Asao, Diana Akiteng and Anna Akado and children.

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ABSTRACT

In this study, the relationship between diversity management and institutional performance in local governments in Uganda's Teso subregion was investigated, with a focus on the mediating effect of job satisfaction. To be more precise, the study evaluated the impact of diversity management on job satisfaction, assessed the impact of diversity management on institutional performance, and investigated the mediating role of job satisfaction in the relationship between diversity management and institutional performance. Based on the social exchange theory, the study was conducted. The study adopted a cross-sectional, correlational survey design that employed a quantitative approach. The study targeted a population of 157 local governments in Teso sub region. 113 local governments were sampled while 82 local governments effectively responded representing a response rate of 73%. The questionnaire was used to collect primary data which was analyzed using SPSS software version 23. The study tested for validity of the research instrument using content validity index while reliability was tested using the Cronbach alpha coefficient on data collected from a pilot study and the instrument was found to be both valid and reliable providing values above the 0.7 threshold. The study found that job satisfaction and diversity management had a significant effect on institutional performance. The study's also showed that job satisfaction is strongly impacted by diversity management. The study's findings also suggest that the association between diversity management and institutional performance is partially mediated by job satisfaction. The findings of this study indicate that diversity management significantly affects job satisfaction and performance in an organisation, and that job satisfaction partially mediates the relationship between diversity management and institutional performance. Organizations need to establish effective diversity policies, fostering leadership commitment, creating an inclusive culture and providing diversity training, as well as improving the drivers of job satisfaction to enhance institutional performance. The study used a questionnaire instrument and a cross-sectional research methodology, both of which have serious drawbacks. As a result, it is recommended that future research use a mixed methods approach and conduct longitudinal investigations.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter includes the study's background, problem statement, purpose, study's objectives, the research hypotheses, the significance of the research study, its scope, and a conceptual framework.

1.1 Study Background

In the context of the modern world characterized by high globalization and the intensity of competition, the organizational performance has become one of the main aspects of survival and expansion in any sector (Albrecht et al., 2023). Organizational performance means the extent to which a given organization has been successful in accomplishing its strategic goals, operational targets as well as the expectations of stakeholders (Tangen, 2022). The indicators of productivity, quality of service delivery, financial health and customer satisfaction tend to be used as the most common measures of organizational performance (Neely et al., 2021; Aguinis, 2023). These performance measurements provide a multidimensional perspective of the competence of an organization in terms of functioning and reacting to both internal and external needs. A competitive edge, talent retention, and long-term customer and stakeholder value depend on high organizational performance (Albrecht et al., 2023; Zhou and Schriesheim, 2022). Moreover, companies with a track record of high performance are more adaptive to change, achieve innovation, and enjoy intra-departmental strategic alignment (Aguinis, 2023).

Organizations in various sectors are still struggling world over in how to get the best performance, especially in terms of delivering services, customer satisfaction, financial health and productivity. McKinsey et al, (2023) reported that more than 80 percent of businesses all

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