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**Employees' Perception on The Impact of Work Environment on Job  
Performance:**

**A Case of Bugiri Hospital in Uganda**

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**Declaration**

I, **Patricia Nakiwala**, hereby declare that this thesis is my own original work and has not been submitted to any other university for a similar or any other degree award

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Signature

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Date

## **Acknowledgement**

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## **Abstract**

Public organizations have to stretch beyond their traditional roles and discover new ways of working. They should create a work environment where people feel like they have a purpose, enjoy what they do, have pride in what they do and can reach their potential. This study aimed at assessing how employees perceive the effect of work environment on their job performance at Bugiri Hospital in Uganda. Specifically; to assess how the physical work environment (such as: office building) affect job performance, to understand the other factors affecting employee performance; and to suggest possible ways of improving upon hospital employees' performance.

It was a case study of Bugiri Hospital in Uganda. The study employed both qualitative and quantitative methods. Emphasis was given to quantitative approach; this is because quantitative research design would help the researcher to test the laid hypothesis about work environment. The 123 hospital workers were led through a questionnaire; The 3 deep dive interviews with the key informants included one interview with an administrator, one interview with the senior doctor and one interview with a district official. It is assumed that there is a positive relationship between the work environment conditions and performance of employees at Bugiri Hospital (i.e. employees who perceive their work environment as undesirable and inappropriate, their corresponding level of satisfaction and performance will decrease).

The study revealed that there is lack of care in improving the standard of the hospital, which continues to negatively affects the performance of workers even though workers. This therefore confirms to the hypothesis that work environment factors

affect the performance of employees in each organization. The results indicate that the main reason for lack of enthusiasm among staff is overcrowding of patients at the hospital, which is as a result of lack of enough staff and absenteeism.

In conclusion based on the findings, the study revealed that hiring more staff and well equipping the hospital would boost their morale to work to their full potential. Apart from such extrinsic motivational factors, employees are also interested at pay rise and improving their welfare.

## CHAPTER ONE

### INTRODUCTION

#### 1.0 Introduction

This study analysed employees' perception of the impact of work environment on job performance at Bugiri Hospital in Uganda. Bugiri General Hospital serves Bugiri district and parts of the districts of Iganga, Busia, Namayingo Mayuge and Namutumba (UMOH, 2016). Over the years, the hospital infrastructure has deteriorated, the equipment has become antiquated and hospital has become understaffed. The remaining workers are overworked, underpaid, poorly funded and undermotivated (Womakuyu, 2012). I chose this hospital as my field of data collection because of its nature of service delivered to the public; the hospital offers several health-care services to the public. Bugiri hospital is regionally well known by the public as a hospital built immediately off the colonial era during the late president Obote's regime, however, its deteriorating state caught my interest for the selection for my research. Secondly, dealing with ill and poor people is not an easy task since some patients can be dirty, hungry, can't afford other services, unlike other urban institutions where the medical staff deal with people who are financially stable; thus, motivating me to explore and deeply understand how employees working in this institution perceive the impact of work environment on job performance.

This study has three different types of variables (independent, dependent and intervening variable). The independent variable is related to the workplace environment, specifically the physical work environment. Job performance is the dependent variable, and this was measured in terms of availability of staff, competence and productivity. The intervening variable is job satisfaction.

Besides introducing the study, this chapter presents the background to the study, statement of the problem, general objectives, and specific objectives of the study. It also includes research questions, justification and scope of the study. The thesis is organized into five chapters: the first chapter is introduction, and the other five chapters are literature review, methodology, analysis and presentation of results and, finally, summary, discussion, conclusion and recommendations.

## **1.1 Background of the Study**

Creating a work environment in which the employees are productive is essential to increase performance for the organization. Well designed and organized offices and work areas make significant differences to how people feel about their work. Working environment is argued to impact immensely on employees' performance either towards negative or positive outcomes (Chandrasekar, 2011). Lambert et al (2001) found that environmental factors are important determinants of job satisfaction. The level of salary, promotion, appraisal system, climate management, and relation with co-workers are the very important factors. In short, it is the quality of the employee's work environment that most impacts on the level of employee's motivation and subsequent performance. When employees are physically and emotionally fit, they will have the desire to work and their performance outcomes shall be increased. More so, a proper workplace environment helps in reducing the number of absenteeism and thus can increase the employees' performance which leads to increased performance at the workplace (Boles, Pelletier, & Lynch, 2004).

The human resources crisis coupled with poor performance of health workers in the health sector in developing countries is receiving increased global attention (Dieleman,

Gerretsen, & wilt, 2009). This has resulted into policymakers and planners realizing that it is simply not possible to achieve the Millennium Development Goals (MDGs) if health workers' availability and performances are not addressed more effectively. These authors further argue that poor performance leads to inappropriate care, which contributes to reduced health outcomes.

In Uganda, human resource management challenges have been reported, among these challenges is weak performance management of health care workers ( (Lutwama, Roos, & Dolamo, 2013). The value for money audit for the health sector programmes that was carried out in Uganda in the year 2008 revealed a number of weaknesses in performance management of employees in the health care sector in the different districts (Auditor General Uganda, 2006). The audit also revealed significant staffing gaps with many of the 112 districts in Uganda failing to attract and retain qualified health care workers. In addition, the districts did not have clear policies on staff training, transfers and rotation. There was irregular and inadequate support supervision, and staff appraisals were occasional to report performance (MOH, 2008). This study will make some contribution to the existing literature: It offers an overview of the recent understanding of health workers' perception of their work environment and the study further provides more knowledge of the relationship between work environment and job performance. The study identified work environment factors that induce higher performance and job satisfaction among employees of Bugiri Hospital.

## **1.2 Research Problem**

Chandrasekar (2011) argues that, in majority of organizations, employees perceive workplace environment as unsafe and unhealthy. These comprises of poor air

circulation, poor personal protective equipment, inappropriate furniture, inadequate security measures in fire emergencies (absence of fire extinguishers), unnecessary noise, unfitting lighting and poorly designed workplace (Chandrasekar, 2011, s.1). The author further reports that “People working in such an environment are prone to occupational disease and it impacts on employee’s performance” (p.1). Thus, performance is decreased due to workplace environment. Mostly people spend fifty percent of their lives within indoor environments, which deeply influence their mental status, actions, abilities and also their performance (Sundstrom, 1994).

In Uganda’s case, performance of employees in the public health sectors has been reported to be below expectation; several factors contribute to poor employee performance. For instance, Tashobya and his colleagues reveal that financing conditions, where very little is spent on basic health care inputs (for example: medicines, health workers’ salaries and health centre maintenance) in rural areas has an implication on the performance of employees (Tashobya, Ssengooba, & Cruz, 2006) . Tashobya and colleagues further point out that as a result, the coverage of services is limited, quality is poor in terms of performance and, combined with the existence of patient charges, these services represented poor value for money. Not surprisingly, prospective health care consumers tended to stay away, choosing either to self-treat or to attend alternative commercial health sector providers.

It is widely accepted that the work environment has an impact - positive or negative - on employee performance. The work environment strongly influences the extent to which employees are engaged in their work and committed to the organization. Disengaged workers produce mediocre results; highly engaged workers produce

extraordinary results (Ollukkaran & Gunaseelan, 2012). So, it is necessary to study the impact of the work environment in an organization on the performance of its employees.

### **1.3 Objectives of the study**

#### ***1.3.1 General objective of the study***

The study aimed at assessing how employees perceive work environment in relation to their job performance at Bugiri Hospital, Uganda

#### ***1.3.2 Specific Objectives of the study.***

- To investigate employees' perception of the work environment of Bugiri Hospital
- To identify factors affecting the job performance of Bugiri Hospital employees
- To suggest ways of improving the performance levels of public hospital employees.

### **1.4 Research Questions**

In order to fulfil the objectives of the study, the study aimed at answering the following research questions:

- What is the perception of Bugiri hospital staff on their work environment?
- What factors affect the performance of Bugiri hospital employees?
- Explain the various ways of improving job performance of Bugiri hospital employees?

## **1.5 Justification of the study**

This topic of study is something that is not very well studied in Uganda; therefore, the study is important in providing better understanding of how employees' perception of work environment can affect their performance in a public health sector. In addition, the study will make room for employees to voice their level of job satisfaction which helps in formulating training needs (Newstrom & Davis, 1997). Additionally, the outcome of the research was used to alert the management of Bugiri Hospital of employees' level of satisfaction and dissatisfaction with reference to specific work environment features. Moreover, the study will serve as background information for similar research in the future.

It is argued that job satisfaction has important implications for organizational productivity (Wright & Davis, 2003). "It is assumed that the benefits that employees receive from their organization influences the effort, skill, and creativity that employees are willing to provide their employer" (p.70)

## **1.6 Scope of the study**

In terms of geographical scope, the study was conducted at Bugiri Hospital, Uganda. Content scope explored how hospital employees (including health personnel and support staff) relate their perceived work environment with their job performance and job satisfaction.

## CHAPTER TWO

### LITERATURE REVIEW AND THEORETICAL FRAMEWORK

#### 2.0 Introduction

A literature search was conducted to identify any empirical examination of the impact of work environment on job performance. The first element of the literature search consisted of searching electronic databases for any relevant study published between 1980-2020. A second element of literature search was manual literature search of the linkage among work environment, job performance and job satisfaction. A literature review was done using research articles by different authors on impact of work environment on job performance. A literature review was conducted using the following databases: Google Scholar, Pub Med, and MEDLINE. Search terms namely: work environment, health workers, job performance, were used to obtain the relevant articles.

Tasks carried out under this section are; conceptualization and review of relevant previous literature on work environment, job performance and how these two concepts are linked to job satisfaction, hypotheses were well pointed out under this section. This section further describes the conceptual framework and the theories related to factors affecting staff performance in organizations.

#### 2.1 Physical work environment and job performance.

In its simplest form, work environment can be defined as the settings, situations, conditions and circumstances under which people work (Oludeyi , 2015). It is further elaborated by Briner (2000), as a very broad category that encompasses the physical setting (e.g. heat, equipments etc.), characteristics of the job itself (e.g. workload, task

complexity), broader organizational features (e.g. culture, history) and even aspects of the extra organizational setting (e.g. local labour market conditions, industry sector, work-home relationships).

Ollukkaran & Gunaseelan (2012), explained that work environment can be identified as the place that one works, which means the milieus around a person. It is the social and professional environment in which a person is supposed to interact with several people. The work environment has a significant impact upon employee performance and productivity. Bindu and others in their report further added that, by work environment we mean those processes, systems, structures, tools or conditions in the workplace that impact favourably or unfavourably on individual performance. The work environment also includes policies, rules, culture, resources, working relationships, work location, and internal and external environmental factors, all of which influence the ways those employees perform their job functions.

It is demonstrated by Ramli (2019), that the work environment has positive effect toward the job satisfaction and employee's performance, and job satisfaction do have a positive involvement on the employee's performance.

For more clarity, Ramli (2019) explained that by improving a good work environment for employees, job satisfaction of employees of private hospitals in Jakarta can follow these enhancements. Therefore, communication must be made open between leaders and employees and between employees and their fellow employees, so that employees feel satisfied and will have a positive impact on performance. Especially if the employees have the opportunity to improve their careers and competencies in general. Therefore, the hospital management needs to make improvements or increase the

competence of the employees, so they feel comfortable working in such a work environment.

Elok, Ekowati, Supriyanto, & Mukaffi (2019), argues that presence of work discipline on the work environment and employee performance is very important, this is because work discipline is a reinforcement of performance or benchmarks. With the existence of employees who are always disciplined in their work, of course, they will further improve performance in the company. A comfortable environment makes employees to be more disciplined (Elok, Ekowati, Supriyanto, & Mukaffi, 2019).

The work environment has effect on the performance level of employees. Absence of office building, drugs, equipment can affect the performance of the employees (Asigele, 2012).

The latter further narrates that there is a positive significant relationship between performance of the reproductive and child health providers and the working environment elements; such as presence of office building, availability of drugs and availability of equipment. Their findings indicate that the physical component of the work environment have the strongest effect on the performance level of employees. Element such as level of distraction (noise), work interaction and privacy are not considered important by the reproductive and child health workers.

Organization structure may be considered the anatomy of the organization, providing a foundation within which the organization function; yet buildings have halls, stairways, entries, exits, walls, and roofs (Dalton, Todor, Spendolini, Fielding, & Porter, 1980). The latter argue further that a specific structure of a building is a major determinant of

the activities of the people within it and that similarly, behaviour in organizations is influenced by the organizing structure(ibid:49).

“Perhaps if considered in isolation, each ambient feature of the physical environment may not have predictable effects on performance, but repeated distraction from a collection of such features may be negatively associated with performance; moreover, distraction as a negative attribute is also expected to be negatively related to satisfaction with the physical work environment” (Lee & Brand, 2005, s. 324). “Although adaptability is not a new concept, the pace and types of change we are experiencing only continue to grow, which has caused research sponsors, academic researchers, and practitioners in organizations to become increasingly interested in understanding and enhancing adaptability in the workplace” (Pulakos, Arad, Donovan, & Plamondon, 2000, s. 612).

“In order for these public institutions to be able to provide the needed services in a sustainable manner, there is need to have in place mechanisms to ensure that their performance is optimally sustained” (Matte, 2017, s. 2).

Colquitt, LePine, & Wesson (2016), describe that the relationship of job satisfaction to employee performance is very close so that the effects of both must be considered by the organization. Employees who are satisfied will increase their performance, so that the positive effects for the company will increase while the negative effects such as employee turnover will decrease (Ramli, 2019). The author further added in his report that there is a positive and significant impact between job satisfaction and employee performance, so the company must make its employees have the opportunity to be more advanced in work and feel that the salary compared to responsibilities is appropriate,

and employees feel safe about the continuity of their work at this company will make him feel satisfied at work, so that the end is that the employees will work optimally to improve their performance.

The work environment factor that needs the most improvement was incentive for creative results. Whilst health professionals do not consider that their work environment adequately provides ‘incentive for creative results’, it is not one of the most important factors for health professionals. A person does not generally enter a health profession (in the public sector as an employee) for significant financial rewards (or incentives) (Lukersmith & Limerick, 2013).

## **2.2 Factors affecting employees’ job performance**

The review identified factors affecting working conditions in public hospitals as related to increased patients loads, HIV and AIDS epidemic, long working hours, shift work, physical infrastructure and shortage of staff. The review revealed that unsatisfactory working conditions have negative impact on the physical and psychosocial wellbeing of employees (Manyisa & Aswegen, 2017).

Routineness is the working condition or job environment of any organization of an employee (Kayal & Baisakhi, 2016, s. 188). The latter contend that job satisfaction depends on routineness. Important to note is that routine jobs have low task variety—there is low frequency of unexpected and novel events—and are more predictable in nature, but difficulties also arise as employees often face greater uncertainties and factors beyond their control when they complete their tasks (Gong, Boh, Wu, & Kuo, 2019).

According to the World Health Organization, the African continent is currently facing a severe human resource crisis in the health sector which appears to have affected the delivery of quality and efficient healthcare services. Sub-Saharan Africa has the lowest health worker-to-population ratio in the whole world (Houston, 2005) and (Friederike, 2009)

Human resource management (HRM) has been broadly defined as “a field of organizational activity and professional practice” (Tabassi & Abu, 2009, s. 473). “Despite the immense importance of Human Resource Management (HRM) practices towards the realization of employees job performance in particular and organizational performance in general, many organizations do not give emphases to its effective utilization so as to ensure organizational performance in developing countries like Nigeria” (Tabiu & Nura, 2013, s. 248). As an important factor of production, human resources have an uncontroversial effect on the profitability and productivity of an organization; reason being that decisions that will affect employee satisfaction taken by managers may be extremely helpful for a company, or on the contrary, may cause considerably high costs (Bayram , 2018).

Development may include some forms of training but typically refers to formal education, job experiences, relationships, and personality and skill assessments that help employees prepare for future jobs or positions (Irakoze, 2018). In Bangladesh for example, human resource management is additionally key and extensive way to deal with overseeing individuals and the work place, culture and environment (Uddin, Naher, Bulbul, Neser, & Rahman, 2016).

### **2.3 Ways of improving job performance.**

To motivate employees, organizations have implemented performance-based pay, practices to help balance both work and family and various forms of information sharing. Management's challenge is to create a work environment that attracts keeps and motivates its workforce (Ollukkaran & Gunaseelan, 2012).

Manyisa & Aswegen (2017), indicated in their review that, provision of a positive working environment is crucial for the wellbeing of the employees, the patients as well as the organization. The literature review revealed strategies that will help mitigate the barriers to good working conditions. Manyisa & Aswegen (2017) suggest that management has to find a way to address issues of excessive workloads, irregular shifts and long working hours as these have been found to be the major predictors of job dissatisfaction, high levels of burnout, low morale, fatigue and emotional exhaustion among health care workers(pg.29).

Provision of adequate infrastructure is of high importance as poor infrastructure has been found to be associated with the increased level of job satisfaction and a potential risk factor for nosocomial infections. (Manyisa Z. M., 2015).

In their literature review report, (Manyisa & Aswegen, 2017) described that it is also important in improving working conditions and towards the achievement of the organizational goal. It is therefore imperative that the necessary resources be made available to employees so that they can complete their tasks on time. Failure to develop long term strategies that will address the challenges will lead to chronic inadequate hospital staffing as more nurses and doctors, particularly the younger ones, intend to leave their professions and pursue greener pastures. Improving communication,

interpersonal relationships between management and staff and the allocation of resources may help in improving the present situation and in the creation of an environment that is conducive to high quality patient care.

Organizations must make its employees have the opportunity to be more advanced in work and feel that the salary compared to responsibilities is appropriate, and employees feel safe about the continuity of their work at the organization, which will make him feel satisfied at work, thus, working optimally to improve their performance (Ramli, 2019). Idowu (2020), found that flexible work-hour arrangements improved employee performance, increased retention of employees and reduced employee work stress. It is recommended that a proactive strategy be adopted by organizations to improve the alignment between flexible work-hour agreements and other human resource policies such as recruitment, promotion, training, rewards and performance assessment.

Asigele (2012), reported that, since physical components can enhance the performance level of reproductive and child health employees, it is advisable to take appropriate steps for providing better office building and enough drugs and equipment. This will contribute towards increase in output and exceptional improvement in employees' performance. The latter further noted that providing working environment to its employees, which is conducive in terms of facilities, equipment, drugs, better interaction opportunities and good refreshment.

According to Adjei, Odoom & Opoku (2016, s.50-51), “Motivation is relevant for organizational performance; thus, a motivated worker is physiologically stable, psychologically balanced, and socially minded to effectively perform his/her duties with the needed attention”. They further argue that “Motivation is a good thing; if managers and administrators appreciate what drives workers to give an effective work performance, resources will be channeled to get the maximum output from employees” (pp.51). “Health workers are motivated by intrinsic and extrinsic factors: thus, appreciating key financial and nonfinancial motivating factors is relevant for effective work performance among health workers” (Adjei, Odoom, & Opoku, 2016, p. 51).

Sellers, et al (2015, p.22) argue that “First, governmental public health must make a high priority of succession planning”. Additionally, “Preserving institutional knowledge, preparing midlevel managers to lead, and retaining high-performing individuals must be key objectives of the workforce and succession planning” (Sellers, et al., 2015, ss. 22-23).

### **2.3.1 Performance indicators as per WHO definition**

### **2.3.2 Availability**

“Improved performance is assessed by looking at the availability of staff, as well as their competences, productivity and responsiveness” (Dieleman & Hammeijer, 2006, s. 8).in terms of presence at work (as opposed to absence). Dielema & Hammeijer (2006) further argue that “Absenteeism by health providers is a frequently occurring phenomenon in many health facilities, especially in resource-poor areas” (p.16). “When staff cannot concentrate and stay on their work because of personal problems, it can benefit a health facility to offer support” (p.25).

### **2.3.3 Competence**

“Competence encompasses knowledge, skills, abilities, and traits. It is gained in the healthcare professions through pre-service education, in-service training, and work experience. Competence is a major determinant of provider performance as represented by conformance with various clinical, non-clinical, and interpersonal standards. Measuring competence is essential for determining the ability and readiness of health workers to provide quality services” (Kak, Burkhalter, & Cooper, 2001, s. 1).

“Although competence is a precursor to doing the job right, measuring performance periodically is also crucial to determine whether providers are using their competence on the job. A provider can have the knowledge and skill, but use it poorly because of individual factors (abilities, traits, goals, values) or external factors (unavailability of drugs, equipment, organizational support)” (Kak, Burkhalter, & Cooper, 2001, s. 1)

### **2.3.4 Productivity**

Defined in terms of the relationship between health workers' outcomes achieved (health status protection or improvement for individuals or populations) and the health human resource inputs (time, effort, skills and knowledge) required. The modern healthcare sector makes up roughly one-tenth of the economic activity of modern economies, and labour inputs make up a relatively large share of its costs, relative to other industries. It is thus understandable that the measurement, tracking and improvement of labour productivity in this industry, or if one prefers, Health Human

Resources Productivity should be of policy concern. An employee's workplace environment is a key determinant of their level of productivity. How well the workplace engages an employee impacts their level of motivation to perform.

## **2.4 Definition of Concepts**

### **2.4.1 Work Environment**

According to Oludeyi (2015), “Many scholars have attempted conceptualizing the concept work environment: In its simplest form it can be defined as the settings, situations, conditions and circumstances under which people work” (Oludeyi , 2015, s. 33). Oludeyi further quotes (Briner, 2000) elaborating work environment “as a very broad category that encompasses the physical setting (e.g. heat, equipments etc.), characteristics of the job itself (e.g. workload, task complexity), broader organizational features (e.g. culture, history) and even aspects of the extra organizational setting (e.g. local labour market conditions, industry sector, work-home relationships)” (Oludeyi, 2015, s.33).

Opperman (2002) was quoted in Oludeyi (2015, s. 33), defining Workplace environment “as composition of three major sub-environments which include the technical environment, the human environment and the organizational environment. The technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements of the workplace. The human environment can be interpreted as the network of formal and informal interaction among colleagues, teams as well as boss-subordinate relationship that exist within the framework of organizations. Such interaction (especially the informal interaction), presumably,

provides avenue for dissemination of information and knowledge as well as cross-fertilization of ideas among employees” (Oludeyi, 2015, s.33).

“An attractive and supportive work environment can be described as an environment that attracts individuals into the health professions, encourages them to remain in the health workforce and enables them to perform effectively” (Wiskow, Albrecht, & Pietro, 2010, s. 7). According to the authors, "the purpose of providing attractive work environments is to create incentives for entering -and remaining in- the health professions, and to provide conditions that enable health workers to perform effectively (to achieve high-quality health services)” (pp.6).

#### **2.4.2 Job Performance**

Rotundo & Sackett (2002), define performance as those actions and behaviours that are under the control of the individual and contribute to the goals of the organization. Employee performance generally refers to the amount of output generated from job execution by an employee over a particular period of time in an organization (Dhammika, 2013). In this study, employee performance is presented as the dependent variable.

Performing service providers are defined according to the World Health Organization (WHO) definition in the World Health Report of 2006 as a workforce that “works in ways that are responsive, fair and efficient to achieve the best health outcomes possible, given the available resources and circumstances” (WHO, 2006, s. 67). Performance can be defined as a combination of equipments and staffs being available, competence, productive and responsiveness (WHO, 2006).

## **2.5 Theories of the study**

The following theories guided this study

### **2.5.1 Public service motivation theory**

Perry & Wise (1990), were the first who formulated the concept of Public Service Motivation (PSM). In their study "The motivational bases of public service", they have defined PSM as "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations" (Perry & Wise, 1990, s. 368). According to Perry & Wise (1990) and Brewer (2002), three groups of motives comprise the basis of PSM;

1. Instructional motives. An individual believes that his or her personal interests coincide with the majority's. Such motives allow people to participate in political processes, they relate with special or personal interests, etc.
2. Norm-based motives. The desire to serve the public interest, loyalty to the government, patriotism, and duty.
3. Affective Motives. These are grounded in human emotions, are characterized by a desire and willingness to help others.

PSM impacts public sector workers' activities in two ways: Affects the decision to act in organization and the decision to act for the organization. "Motivated public servants are more committed to their work, they strive to attain goals and objectives as well as they can, to contribute to public welfare, to help each other and citizens, they voluntarily assume responsibility for their actions, participate in making a social policy, etc." (Vaisvalavviciute, 2009, s. 323). PSM therefore enables to focus on public interests in administrative work. Perry & Wise (1990) argue that individuals with a high sense of the public interest are more likely to select career in public service.

Furthermore, Brewer & Selden (1998), note that individuals with a high sense of public interest are more willing to protect the public interest. Crewson (1997), states that they exhibit higher levels of organizational commitment; In the opinion of Naff & Crum (1999), they enjoy higher job satisfaction and are less likely to leave their jobs. Thus, it can be argued that the importance of motivation is very high in public service. it affects not only the civil servants' activities, their needs, interests, job satisfaction and are less likely to leave their jobs.

The theory of Public Service Motivation asserts that:

- a) *The greater an individual's public service motivation, the more likely the individual will seek membership in a public organization. (Perry and Wise, 1990, s.370)*
- b) *In public organization, public service motivation is positively related to individual performance. (Perry and Wise, 1990, s.370)*
- c) *Public organization that attracts members with high level of public service motivation are likely to be dependent on utilitarian incentives to manage individual performance effectively. (Perry & Wise, 1990, ss. 370-371)*
- d) *Many research findings have found out that the level of individual's public service motivation has significant behavioural implication that influences performance (Brewer & Selden, 1998; Perry & Wise, 1990)*

## **2.5.2 Human Relations Theory**

The Human Relations and Neo-Human Relations Approach “emerged as a result of the many criticisms of the classical approach, especially because it focused on tasks,

productivity and organizational structure rather than people” (Adeniyi & Olusoji, 2014, s. 9). Furthermore, Adeniyi & Olusoji (2014) quote (Mullins, 2011; Kuye et al., 2010), mentioning that “During the early part of the 20th century, especially as a result of the great depression in the 1920s and 1930s, more attention shifted to employee behaviour and social factors at work. This led to the human relations and neo-human relations (behavioural) approach” (p.9). The Human Relations Theory “developed as a result of focus on the human side of management and it sought to understand how social and psychological dynamics interacted with the work environment in influencing productivity and performance, thereby creating effective human relations” (Adeniyi & Olusoji, 2014, s. 9).

“The human relations approach, which is sometimes referred to as neo-classical approach, is built around the research work of Professor Elton Mayo and his colleagues at the Western Electric Company's plant in U.S.A, between 1924 and 1932 and this work has been known as the Hawthorne experiment” (Robbins & Coulter, 2009; Mullins, 2005 as quoted by (Adeniyi & Olusoji, 2014, s. 9). Additionally, Adeniyi & Olusoji (2014) quote Roethlisberger & Dickson, (1939), “both of whom were part of the Hawthorne set of experiments, the research centred on the effects of physical working conditions on worker productivity and efficiency” (p.9). “The researchers concluded that additional concern given to the workers, and evident interest in them shown by management, were the core factors for the higher productivity” (Adeniyi & Olusoji, 2014, s. 9).

“The result of the Hawthorne experiment led to more interest from researchers in the social sciences with background in sociology, psychology and anthropology, and they

relied on more sophisticated research methods to explain what motivate employees at work”. These researchers known as “behavioral scientists” or “behaviorists” built the platform for new management theory ideas and a major focus was the adjustment of the employee's complex character within the work organization” (Adeniyi & Olusoji, 2014, s. 9).

“Contributors to this approach, according to Mullins (2005) are Abraham Maslow, Douglas McGregor, Frederick Herzberg, Rensis Likert, David McClelland and Chris Argyris” (Adeniyi & Olusoji, 2014, s. 9).

Based on the possibility that workers who receive special attention will perform better simply because they received that attention. According to Mayo, who states that the concept of “social man” motivated by social needs, wanting reward, on-the-job relationships, and responding more to work – group pressures than to management control, therefore, in this research work, the Human Relation School of thought is considered to be the most suitable theory in explaining this topic following its discovery that workers perform effectively, efficiently and excellently at work if the work environment is conducive.

In a nutshell, the concept that managers need to become involved with workers at a more individual level is at the core of human relations theory and is what differentiates it from scientific management theory. Factors such as peer pressure, and the desire for harmony within the group, override any economic considerations. Mayo argues that managers need to encourage good communication with workers and develop a connection with their employees, which runs counter to Taylor and Ford’s claims that managers need to focus on organizational goals and completely control the workers.

According to Mayo, Taylor and Ford's techniques would boost productivity, but only to a certain level. In order to go above this level, workers needed to feel that they are valued more than simply on a monetary basis. Therefore, according to Mayo employees are more productive when provided with feedback related and allowed to provide input into the work process. Thus, Workers need recognition for a job well done and reassurance that their opinion matters in the workplace to be motivated to perform.

### **2.5.3 Goal-setting Theory**

The goal-setting theory had been proposed by Edwin Locke in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him for superior performance. Skills required include the ability to engage employees in mutual goal setting, clarify role expectations and provide regular performance feedback. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace training. It also advice that in order to drive the organization to peak performance, managers and supervisors must put out front the human face of their organization. Principle here is the human-to-human interaction through providing individualized support and encouragement to each employee (Salaman, Storey, & Billsberry, 2005).

Employees' goals achievement in this theory is by creating of work environment attractive, comfortable, satisfactory and motivating to employees to give them a sense of pride and purpose in what they do. How working environment is designed and occupied affects not only how people feel, but also their work performance,

commitment to their employer, and the creation of new knowledge in the organization (Taiwo, 2010).

## **2.6 Variables of the study**

Job Performance is the dependent variable, while the independent variables include the following: physical work environment; routineness; job specificity; human resource development; and the performance feedback. The intervening variable is job satisfaction.

### **2.6.1 Working Definition of Variables**

(a) *Routineness*. As a job characteristic, “routineness concerns the degree of predictability an employee confronts on a daily basis” (Wright & Davis, 2003, s. 73). In other words, are the employee’s daily tasks the same every day or do they instead provide for a variety of experiences and require a variety of skills? “Research suggests that workers who experience a greater variety of tasks, allowing workers to apply a variety of skills to an array of new and different work challenges, also experience less tedium and enhanced job satisfaction” (Wright & Davis, 2003, s. 73)). As employees perceive their job becoming more routine, their corresponding level of performance and job satisfaction will decrease, all else being equal.

(b) *Job specificity*. According to Wright & Davis (2003), Job specificity deals with worker perceptions regarding the clarity with which job duties and their relative importance are defined. This goes further to the ability for the employee to clearly evaluate their success and failure in performing these duties. "Previous research has supported the positive effect that role or task clarity plays in determining employees' job satisfaction" (Wright & Davis, 2003, s. 74)). As employees understand more clearly what is expected of them in their jobs, tension associated with role ambiguity

decreases and the likelihood of successfully completing their responsibilities increases. The resulting comfort level translates into a higher degree of job performance.

(c) *Human Resource Development.* “HRD concerns worker perceptions of opportunities in the organization for training, future career growth, and general skill development” (Wright & Davis, 2003, s. 74). HRD programs play an important role in influencing employee job satisfaction by reducing work stress or dissatisfaction by reducing skill-related impediments to job performance. Wright & Davis (2003), argue that, as individuals sense a long-term role within the organization’s goal achievement, especially one that involves their own individual growth, their job satisfaction was enhanced.

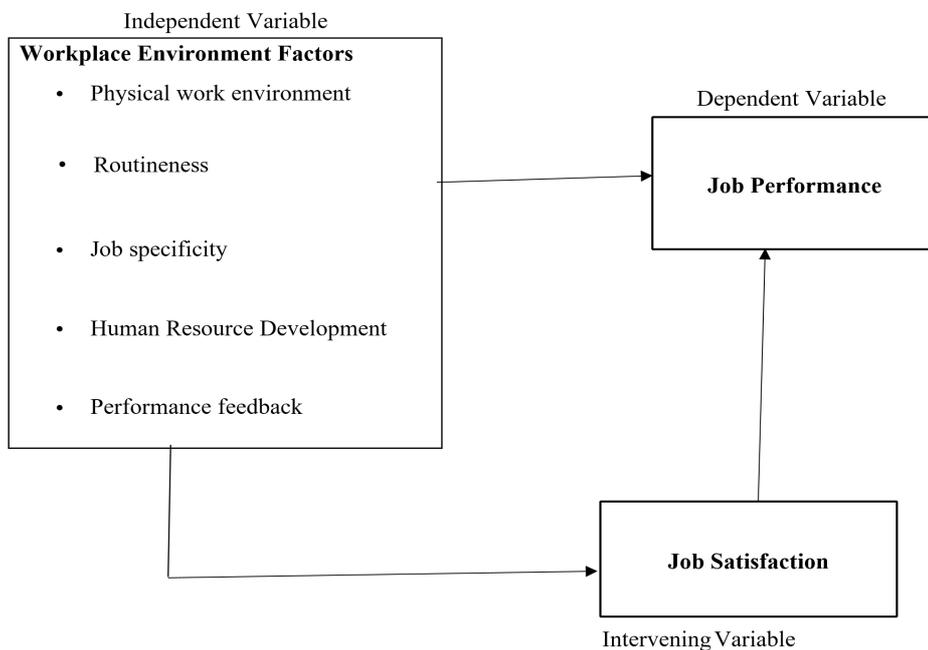
(d) *Feedback.* Workers receive job-related feedback from supervisors, co-workers, etc. regarding their individual job performance. “From an organizational perspective, much of this feedback is often expected to occur through hands-on coaching or periodic formative or summative performance evaluations that may help to define and clarify job performance expectations” (Wright & Davis, 2003, s. 74). Such feedback not only provides a mechanism to guide action but also develops the necessary skills or judgments specific to an employee’s job. Feedback can define the employee’s current responsibilities in obtaining the organization’s goals as well as whatever potential roles the employee may be able to play in the future.

## **2.7 Conceptual Framework**

Based on the above literature, the employees’ perception of the impact of working environment on job performance can be conceptualized and depicted in Figure 1.

The conceptual framework in figure one shows how work environment is directly linked to both job performance and job satisfaction, and the link between job satisfaction and performance. Significant factors of workplace environment (independent variable) in an institution are; physical work environment, routineness, job specificity, Human Resource Development and performance feedback. These have a direct effect on job performance (dependent variable). Workplace environment has a close link to job satisfaction (mediator/intervening variable). Job satisfaction is further linked to job performance

*Figure 1: Conceptual Framework showing the relationship of independent variable, dependent variable and Intervening variable*



## 2.8 Hypotheses of the study

- a. There is a positive relationship between the physical working conditions and performance of employees at Bugiri Hospital (i.e. Employees who perceive their

physical work environment as undesirable and inappropriate, their corresponding level of satisfaction and performance will decrease).

- b. Hospital administration and condition perceived by employees will have a direct, positive effect on their performance and job satisfaction.
- c. The level of motivations employees receive on the job will have an indirect, positive effect on employee job performance and satisfaction

Table 1: Summarized table showing the linkage of the research questions, hypotheses, operationalization of variables and theories

Research Questions	Hypotheses (H)	Operationalization of variables	Theories
What is the perception of Bugiri hospital staff on their work environment?	<b>H1:</b> There is a positive relationship between the physical working conditions and performance of employees of Bugiri Hospital. (i.e. Employees who perceive their physical work environment as undesirable and inappropriate, their corresponding level of satisfaction and performance will decrease)	<b>Physical work environment</b> Physical work environment was operationalized in two ways; 1. Office design-which includes workspace and work tools used in the workplace for comfort, efficiency and safety to enhance workflow, efficiency, effectiveness, productivity and engagement. 2. Environment Condition-Workplace environment conditions include; temperature, lighting, ventilation, noise level. These factors impact on employees' wellbeing and work processes	Human Relations Theory
What factors affect the performance of Bugiri hospital employees?	<b>H2:</b> Hospital administration perceived by employees will have a direct, positive effect on	<b>Human Resource Development.</b> This was measured in terms of availability of opportunities for job-related training, performance feedback program, also	Public Service Motivation theory (PSM)

	employee performance and job satisfaction.	whether employees are being kept up to date in important work skills.	
How best can Bugiri hospitals improve the performance of its employees?	<b>H3:</b> The level of motivations employees receive on the job will have an indirect, positive effect on employee job performance and satisfaction	<b>Performance improvement.</b> Performance was improved in the following ways; -Availability further studies to help employees do a better job -Accessibility of information from supervisors about how well employees are performing at work  -Availability of more motivational benefits and remunerations.	Goal-Setting Theory.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

The purpose of the methodology section was to describe the research procedure. Both quantitative and qualitative research designs were used, with much emphasis on the quantitative method. A case study was used to explore the views of employees (heads of departments, health workers and support staff) of Bugiri Hospital on the study objectives. The primary source of data for the study was collected during a field study from May 2020 to July 2020. On addition, observation and review of documents pertaining to performance of the hospital was made. This chapter presents the research design and the rationale for its adoption. Furthermore, detail account is given on the strategy of inquiry for this study, the technique used in selecting the participants for the study is also discussed; issues of validity and reliability and ethical issues are further discussed.

#### 3.1 Research Design

Yin (2014), describes research design as a ‘blueprint’ for research, which deals with at least four problems: (1) what questions to study; (2) what data is relevant; (3) what data to collect and (4) how to analyse the results. In short, it is a plan for selecting sources and type of information to use in answering the research questions. The three major design in social science according to Creswell (2014) are; qualitative, quantitative and mixed method design. Bryman (2012), suggested that the difference among the designs are seen in the theory position, epistemological position and ontological position. Explaining further on the difference, he pointed out to the fact that in qualitative research, a theory is generated out of the study while the reverse is

true of a quantitative research. Also, qualitative research stresses on the views of its participants to understand the social world while quantitative research adopts the natural scientific model (Bryman A. , 2012, s. 380).

Furthermore, to Creswell (2014), qualitative design relies on text and image data. Qualitative design places emphasis on words rather than numerical data in data collection and analysis. Quantitative design collects and analyses quantifiable data (Creswell, 2014). Mixed method design on the other hand, incorporates the features of both quantitative and qualitative research in terms of data collection and analyses. The mixed method design is used to overcome the limitation of qualitative and quantitative designs.

This study employed both qualitative and quantitative methods. However, like already mentioned above, much emphasis was given to quantitative approaches, this is because; quantitative research design would help a researcher to test the laid hypothesis about work environment. Secondly, it is less time consuming than qualitative design/method. On the other the element of qualitative design helped to create more room and platform for the respondents to express their views on the impact of work environment on job performance. Apart from the data that was collected during the interviews, I will get the opportunity to gather data from other sources. Also, hospital reports on the number of output (patients discharged) was gathered on the assessing the performance of the medical staff. The use of these other sources of data enables the study in dealing with issues of validity and reliability of the data collected (Yin, 2003).

The other reason for adopting an explanatory study is the fact that much has not been written on employees' perception of the impact of the workplace environment on job performance at Bugiri Hospital. Also, because of the exploratory nature of qualitative study, I was able to gather data from diverse views on the research topic. Moreover, the small sample size of the study will serve as a gateway for gathering in-depth information about the research topic, for example unstructured qualitative interviews will serve this purpose.

For quantitative methodology I will employ a cross-sectional study during the data collection process whereby the respondents were selected from three different departments, that is; the Clinical Department, Nursing Department and Support Services Department. The goal is to obtain a sample that is representative of the larger population, thus making it easier to generalize the results from the study.

Furthermore, evidence would suggest that, rather than restricting the opportunities for research by only utilising either qualitative or quantitative methods, a mixed methods approach provides researchers with a greater scope to investigate educational issues using both words and numbers, to the benefit of educational establishments and society as a whole (Almalki, 2016).

### **3.2 Study Population**

The study will target various staff members from the three departments at the Bugiri Hospital. These will include medical workers who are directly involved in providing treatment to patients, heads of departments and other administrators (other mid-level managers), as well as support staff (drivers, office attendants, cleaners). This population is targeted because they will provide valid data on how the workplace environment affects their performance. On the quantitative aspect, the study will

obtain responses from representatives of medical workers (nurses, health attendants) and support staff. On the qualitative aspect, the study will obtain rich information on the deeper understanding of the study through collection of intensive views from selected heads of departments. Heads of departments were selected because they recommend, implement, and supervise performance in the institution. They are in the middle ground, partly administration and partly employees, so they are more likely to provide reliable data on performance levels.

### **3.3 Sample size and selection**

Sample size is the segment of the population that the researcher selects for the study (Bryman, 2012). It is this definition that guided the study sampling and arriving at the study sample size. Therefore, from the estimated total number of employees at the hospital of approximately 180 employees, a sample of 123 primary respondents of both medical workers and non-medical workers were used by answering questionnaires for the purpose of gathering data from which the findings in the subsequent chapter were generated.

### **3.4 Sampling Techniques and Procedure**

Both random and non-random sampling techniques were used to select a representative sample. Creswell (2003), defined random sampling as a subset of individuals that are randomly selected from the population. The goal is to obtain a sample that is representative of the larger population. Random sampling strategies give every individual in the population a chance to be part of the sample. This reduces bias and increases the representativeness of the sample. Purposive sampling was used to select

3 key hospital staff who provided informed data in regards the main study objective. These will include, 1 hospital administrator, 1 senior doctor and 1 district health official; this sampling method was used to collect in-depth responses from respondents who were well informed about the research problem.

### **3.5 Data collection methods**

The study employed both quantitative and qualitative data collection methods. Data was collected through surveys, interviews, document review.

This research relied on both primary and secondary sources to achieve its objectives. The survey method was used in this study. Data was collected from all relevant sources, secondary (journals, periodicals, textbooks, websites, etc.) and primary (questionnaires and interviews).

#### **3.5.1 Primary Research Data**

The main research collection tool of the primary data was done through administering a structured questionnaire to discover the most important factor in the work environment (i.e. job satisfaction, office design, performance feedback, environmental conditions) are perceived by employees to be influencing their job performance. The questions to be asked in the study were both closed ended and open-ended. Close-ended questions were used because it allows answers within a limited set and it was used essentially to gather information on attitudes and opinions and the open-ended questions to allow flexibility on the part of respondents. An interview guide was also used to collect data from the 3 key hospital staff (1 hospital administrator, 1 senior

doctor and 1 district health official); this sampling method was used to collect in-depth responses from respondents who had more knowledge about the research problem.

### **3.5.2 Secondary Research Data**

Secondary data was also used as well. Secondary data is data already collected for some other purposes. The secondary data sources include but are not limited to published articles, books, reports related to the subject area, as well as internet sources. These sources were generally used in the literature review chapters to develop the arguments that serve as the basis for the empirical study.

## **3.6 Data Quality Assurance**

Data collection instruments were subjected to validity and reliability tests to ensure only high-quality data is obtained from the respondents.

### **3.6.1. Validity**

Research validity in surveys relates to the extent at which the survey measures right elements that need to be measured. In simple terms, validity refers to how well an instrument as measures what it is intended to measure (Dudovskiy, 2016). Similarly, (Bhattacharjee, 2012) defines validity as the degree to which an instrument measures exactly the concept that it intended to measure.

This study involved two phases: designing the instrument and judging the evidence (this is by my two supervisors and my examiner). At least three experts or they can also be called judges (that is to say; my two supervisors and the Norwegian Centre for Research Data (NSD) were used to validate the instrument through quantitative or and qualitative content validity methods. During the designing of the proposal, I shared my

research instrument with my supervisors (one supervisor commented on the interview guide tool, and the other commented on the questionnaire tool), and also registered the instrument with the NSD.

Content validity index (CVI) will then be used to calculate content validity quantitatively (Chukwudum, 2016). The scale to be used was based on 1= Not relevant, 2=somewhat relevant, 3=quite relevant, and 4=highly relevant. Then, per item, the CVI was calculated by adding the ratings given either 1 or 2 or dividing by the number of judges (supervisors) to get the proportion of agreement about the relevance of the item. For instance, an item rated 'Not relevant' or 'somewhat relevant' by four out of five judges would have a CVI index of 80. This means that the item is completely irrelevant for the study in the instrument. However, if an item is rated 'quite relevant' or 'highly relevant, by four out of five, then judges would also have CVI of 0.8 but showing that the item is relevant in the instrument (Zamanzadeh, et al., 2015)

### **3.6.2 Reliability**

Dudocskiy (2016) defines reliability as the extent to which the same answers obtained can be used by the same instruments more than once. He further argues that for any research to be associated with high levels of reliability, should yield the same results, using the same research methods under similar conditions when carried out by other researchers.

Taherdoost (2016), defines reliability as the degree to which an instrument can produce consistency and constant results over and over again. An instrument is said to be reliable when similar results can be obtained during a repeat of the study under a similar environment.

To ensure reliability and also to ensure that there's trustworthy in the results, same questions were repeatedly asked a number of respondents under the same conditions.

### **3.7 Data Collection Procedures**

Prior to data collection from the respondents, the researcher obtained an introduction letter from the University of Bergen. The introduction letter stated the importance, processes and procedure of the research and why their participation is of great significance to the health care system in the country. A consent letter stating the significance of the study to the prospective respondents was issued. Self-administered questionnaires and interview guide were used on selected respondents.

### **3.8 Data Analysis**

After and during data collection, the researcher checked through the data, edited and coded to obtain high quality data to derive strong findings in chapter 4. The data was then entered into the computer in which it was analysed using slightly by Microsoft Excel (used data cleaning and coding), after which it was exported into STATA. It is from STATA that the researcher was able carefully analyse data and presented in the form of tables, graphs and charts for interpretation. Correlation analysis was as well used to determine the relationship between variables under study.

### **3.9 Ethical Consideration**

Before administering the questionnaires and interviews to the staff of Bugiri Hospital, an informal meeting was held with the management of the Hospital to seek permission to conduct the study. Not only that but also the privacy of the respondents to the questionnaire was considered (to ensure this a registration with the Norwegian Social Science Data Services <NSD-this is an ombudsman for research data protection> was

done prior to data collection). More importantly, the purpose for which the research was conducted was explained to the respondents before giving them the questionnaire to fill. The identity of the individual respondents to the questionnaire was another ethical issue that was critically considered in this study.

Respondents should participate based on informed consent. The principle of informed consent involves researchers providing sufficient information and assurances about taking part to allow individuals to understand the implications of participation and to reach a fully informed, considered and freely given decision about whether or not to do so, without the exercise of any pressure or coercion (Saunders, Lewis, Thornhill, & Bristow, 2012)

### **3.10 Summary of Methodology**

The methodology chapter looked at how data was collected, analysed and presented. The chapter also looked at the ethical consideration to the respondents as well as data collection and analysis. The next chapter comes up with presentation of findings.

## CHAPTER FOUR

### PRESENTATION OF FINDINGS

#### **4.0 Introduction.**

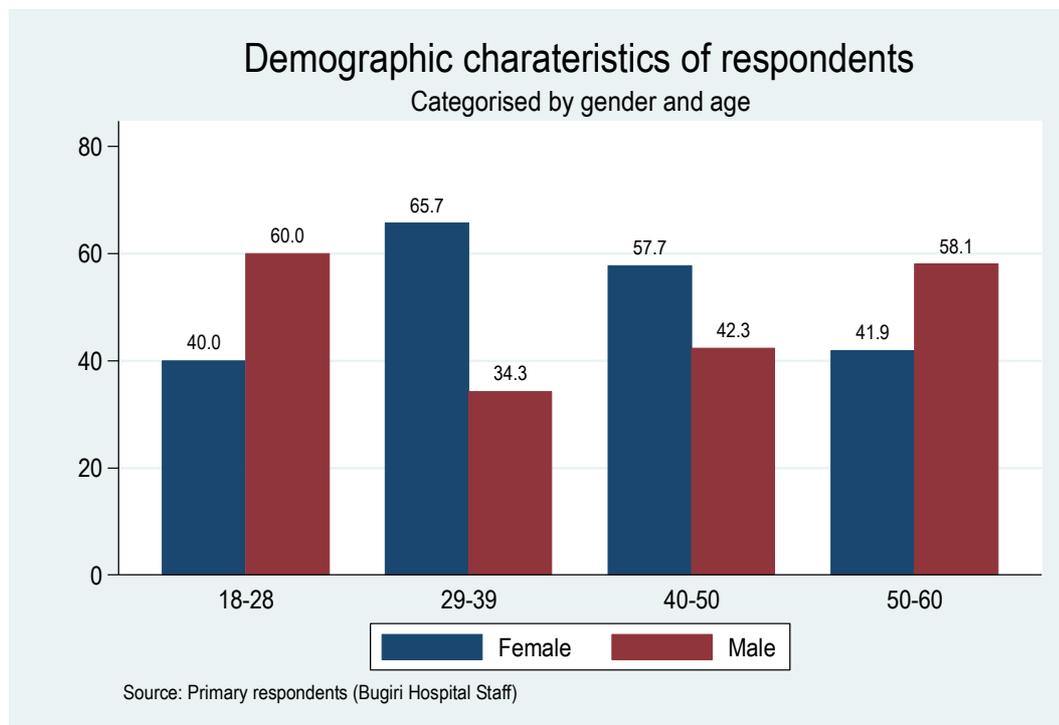
This chapter answers the research questions of the study which are categorised under four sections; Demographic data that describe the sample that was presented first, to give an overview of such participants and how their different traits affect the way they look at their work environment. This was followed by a section on employee perception on work environment - this provides the concept of work environment including working conditions, office design, work related benefits, the administrators, and their perception of the working conditions.

Third section on the factors affecting employee performance - this explains an overview of the challenges faced by hospital workers, while tracking their performance levels and how they deal such challenges. Lastly, a section on possible ways of improving the performance of staff (leading to improved health service delivery in the hospital thus health people in the community) is presented -.

#### **4.1 Demographic characteristics**

The respondents' demographic features included three key characteristics, which were the respondent's gender, age and education background. These factors were geared to influence perception of the work environment, factors affecting job performance and cause effective strategies towards poor job performances especially in public hospitals.

Figure 2: Showing demographic characteristics: categorised by gender and age



This data presented is only for respondents (primary-who are hospital employees). Generally, the interviews were fairly spread all age groups and gender and not well spread across the different education levels. Most of the interviewed respondents were females (65%) with an age bracket of 29-39 years, followed by those (57%) in the bracket of 40-50 years. On the other side, males interviewed were mostly (60%) in the range of 18-28 years, followed by 58% in the age group of 50-60 years. All respondents were randomly selected simply catching on anyone not purposive- and visited at their work posts or at their quotas (homes) within the hospital premises. Majority females were interviewed as with less males probably because they are much involved or devoted to helping the sick than men.

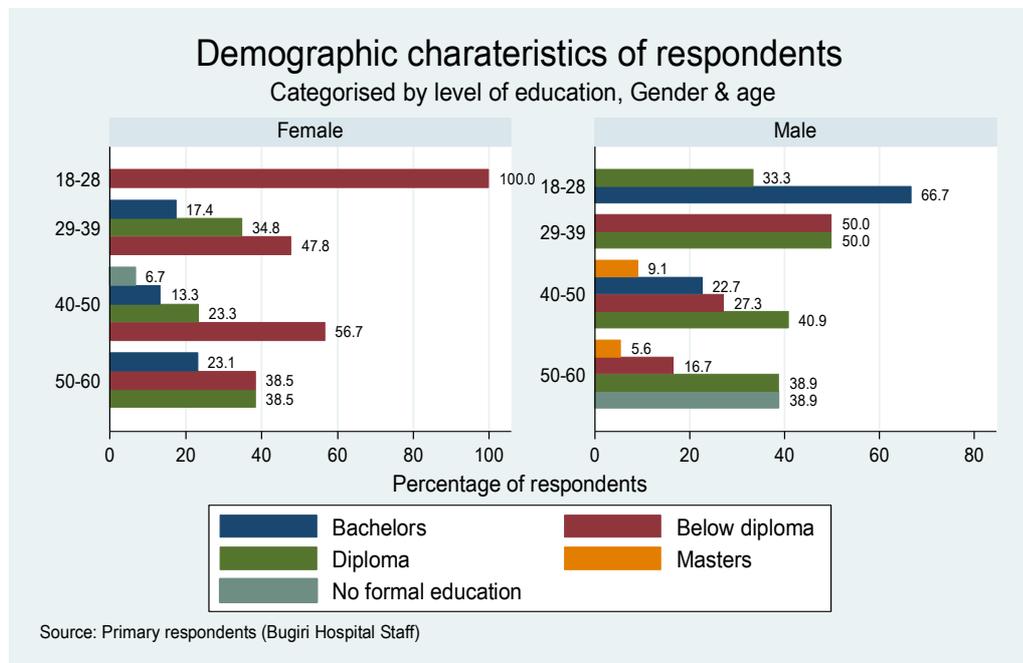
*Table 2: Showing demographic characteristics; categorised by education & sex*

Education	Sex		Total
	Female	Male	
Bachelors	11 16.18	7 12.73	18 14.63
Below diploma	35 51.47	15 27.27	50 40.65
Diploma	20 29.41	23 41.82	43 34.96
Masters	0 0.00	3 5.45	3 2.44
No formal education	2 2.94	7 12.73	9 7.32
Total	68 100.00	55 100.00	123 100.00

The highly educated (Bachelors and Masters) were less interviewed compared to those with diploma and below, perhaps because the most educated are rarely available or are few at the hospital especially the doctors.

“Self-confidence is one of the most important characteristics in understanding employee behaviours. Confident employees show better job performance, have higher job satisfaction, and more successful leadership behaviours. It is widely believed that women have less self-confidence than men and this is considered a major reason for women making slow progress in business world” (HeyIn et al, 2020: 1)

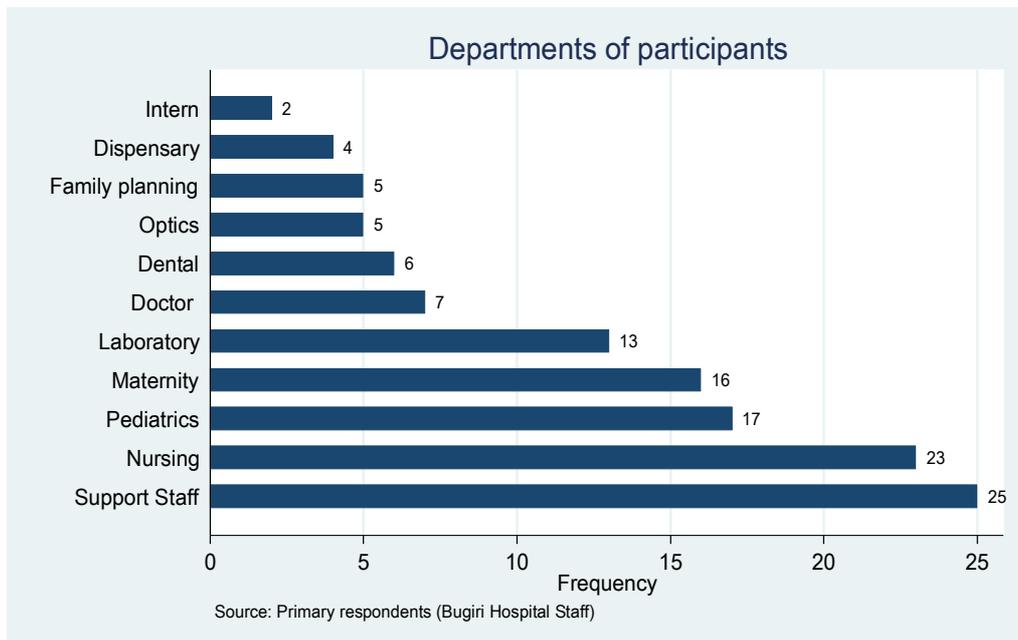
Figure 3: Showing demographic characteristics; categorised by education, gender & age



The most interviewed females are below the diploma of which the significant percentage is for those females below 29 years of age. Followed by those with diploma qualifications and scantily interviewed were above diploma. However, among female interviewees non had a master's degree.

The researcher tried so much to widen the study scope within the hospital by surveying staffs across all hospital departments. The figure shows the distribution of respondents by the researcher.

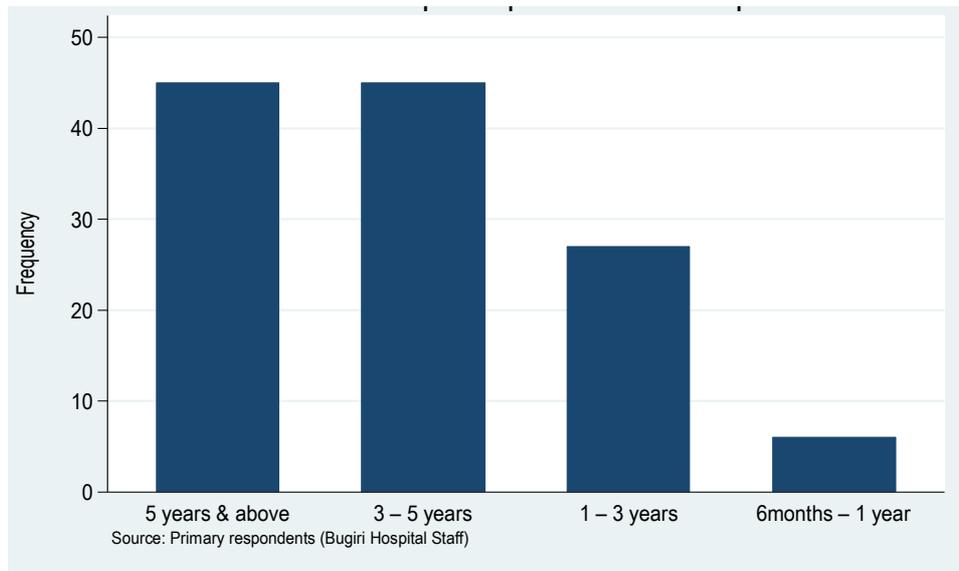
Figure 4: Showing departments of participants



Many of the survey respondents were support staff (25), followed by the 23 nurses in the nursing department, 17 paediatric staff, 16 maternity staff, 13 laboratory staff, 7 doctors, 6 dentists among others, including interns. Considering the number of staff in each of these departments, the researcher evenly distributed the interviews to obtain different views from different departments.

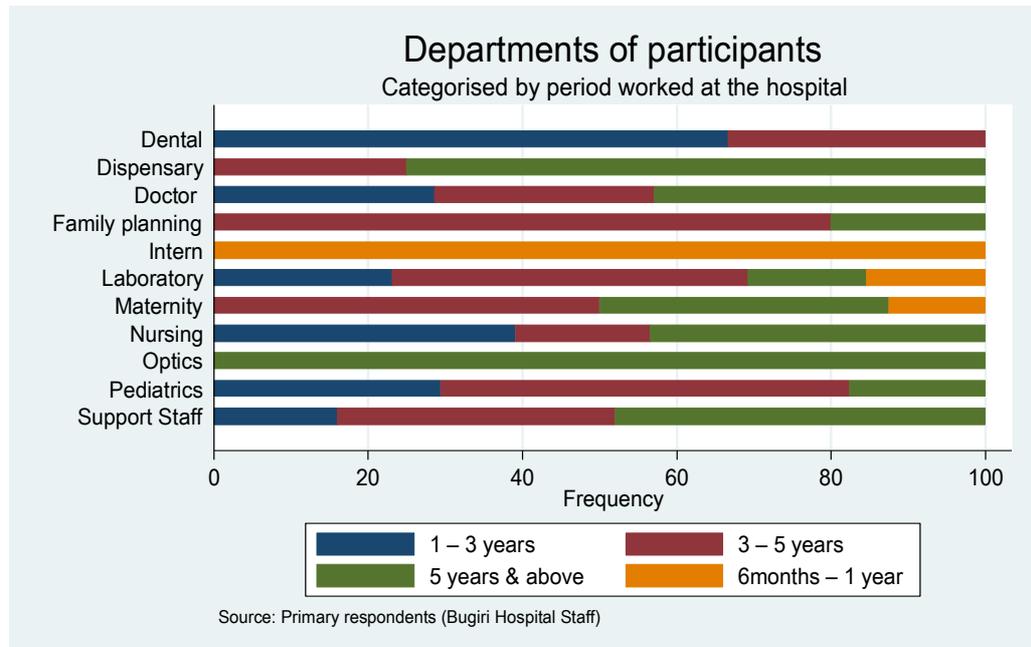
The study also captured the respondents' time spent working at the hospital. This was intentionally asked to determine their knowledge about the work environment of the hospital and the trend of performance.

Figure 5: Showing duration of participants at the hospital



From the graph below, the survey involved respondents who have mostly been at the hospital for more than 3 years, followed by those who have worked at the hospital for 1 to 3 years and those who have worked for less than a year were the least interviewed. The findings of the study were therefore obtained from the well vast employees of the hospital.

Figure 6: Showing departments of participants; categorized by period worked

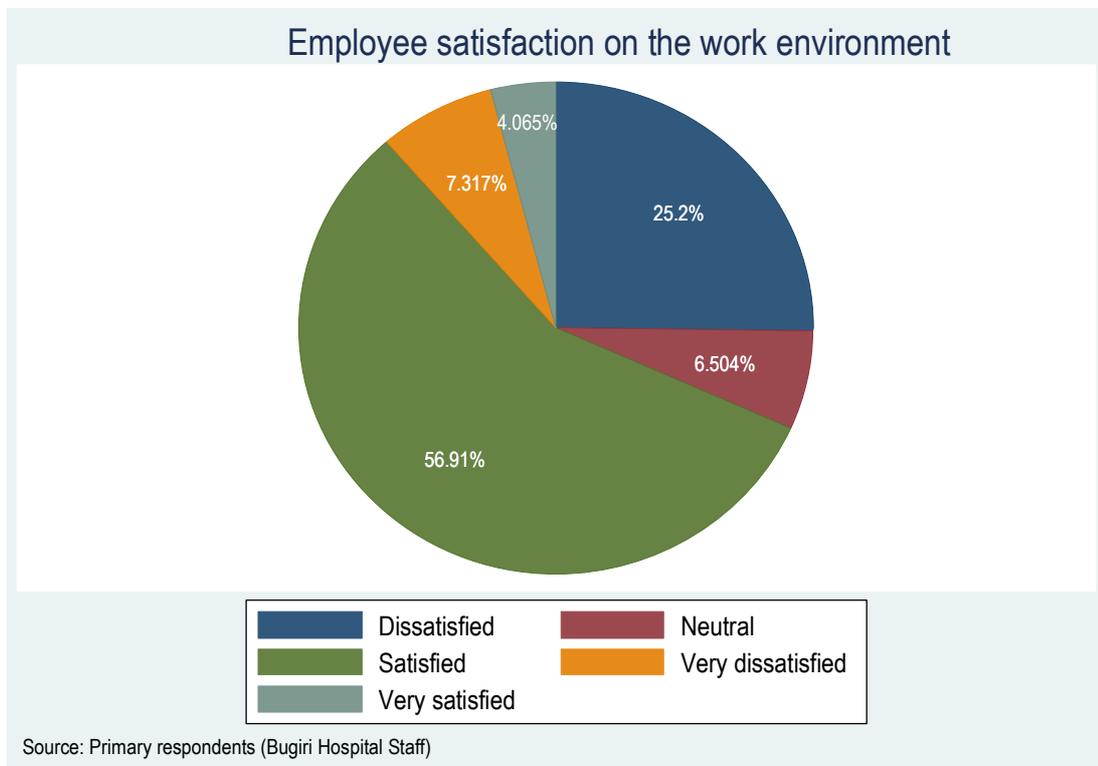


The long serving employees are from the optics department, followed by those working in the dispensary, family planning section, general doctors, support staff, nursing department, and paediatrics staff.

#### 4.2 Employees' perception on work environment

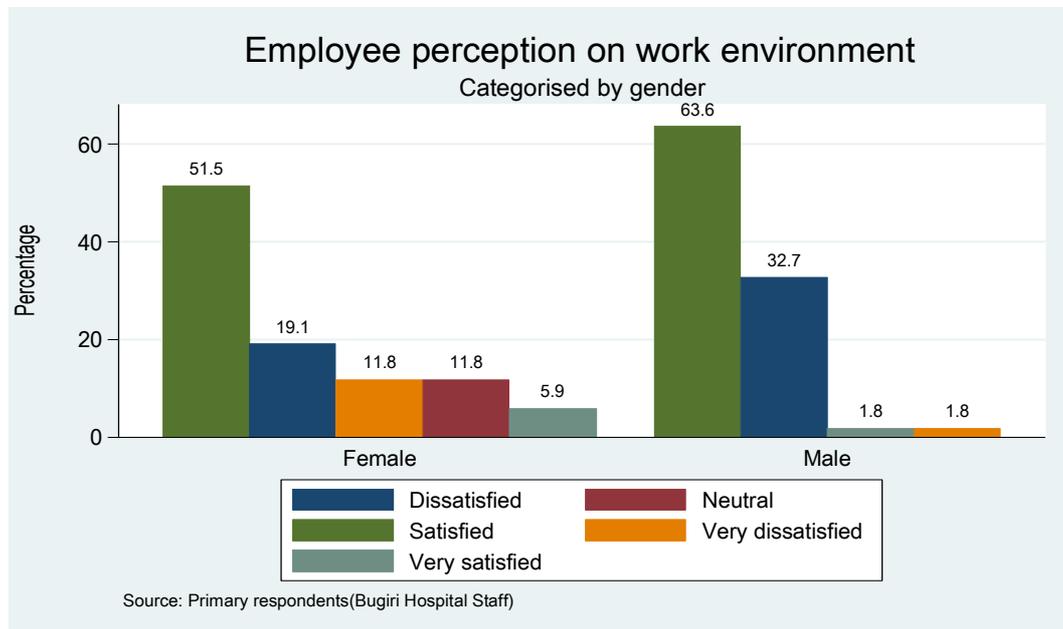
This survey looked at work environment and how it could affect employees' performances. This section is associated to answering the question of; How does the physical work environment affect the performance of employees? In this section the researcher discussed the characteristics of working conditions, employee satisfaction levels on the work environment, and reasons for their satisfaction levels.

Figure 7: Showing employee satisfaction on the work environment



To achieve the research objective of “assessing how the physical work environment (such as: office building) affect employees' job performance”. The study (Figure 7) revealed that slightly above 60% of the respondents are satisfied with the working condition at the public health facility, of these 56% are satisfied and 4% are very satisfied. While nearly 40% indicated their dissatisfaction with the current working conditions, including 25% who said are dissatisfied, 7% very dissatisfied and 6% neutral (these are signs of dissatisfaction). These findings signal the need for more improvement on the work environment by the hospital to rise numbers to from “very dissatisfied” to “very satisfied”. Though the majority are satisfied they are not very satisfied meaning any negative change on the work environment will push them to the dissatisfaction zone.

Figure 8; Showing employee perception of the work environment; categorized by gender



Categorically, of all the interviewed females the majority indicated were satisfied (51.5%) and 5.9% were very satisfied. However, slightly above 30% females were dissatisfied, of which 19.1% showed their dissatisfaction and 11.8% were very dissatisfied, while 11.8% said were neutral.

Alternatively, most males (63.6%) said were satisfied and only 1% were very satisfied. More like their female colleagues, 34% of males were dissatisfied with the hospital work environment.

*I think it depends on personal or individual observation, but to me it is a favorable working condition rather environment. I have received few complaints from hospital staff about hospital working environment. It is a good working environment as all staff are offered free accommodation, the offices are clean and very conducive for working, said hospital administrator.*

The work environment is good though some employees are having reported some bad issues about the hospital. For instance, they so much complain about the too many patients who are sometimes dirty, Senior medical superintendent said

More categorically, the researcher further analyzed employees’ perception of work environment by the hospital departments/positions. To give a deeper and better view of the objective of the study. These study findings are illustrated in the figure below.

Figure 9: Showing employee perception of the work environment; categorized by department

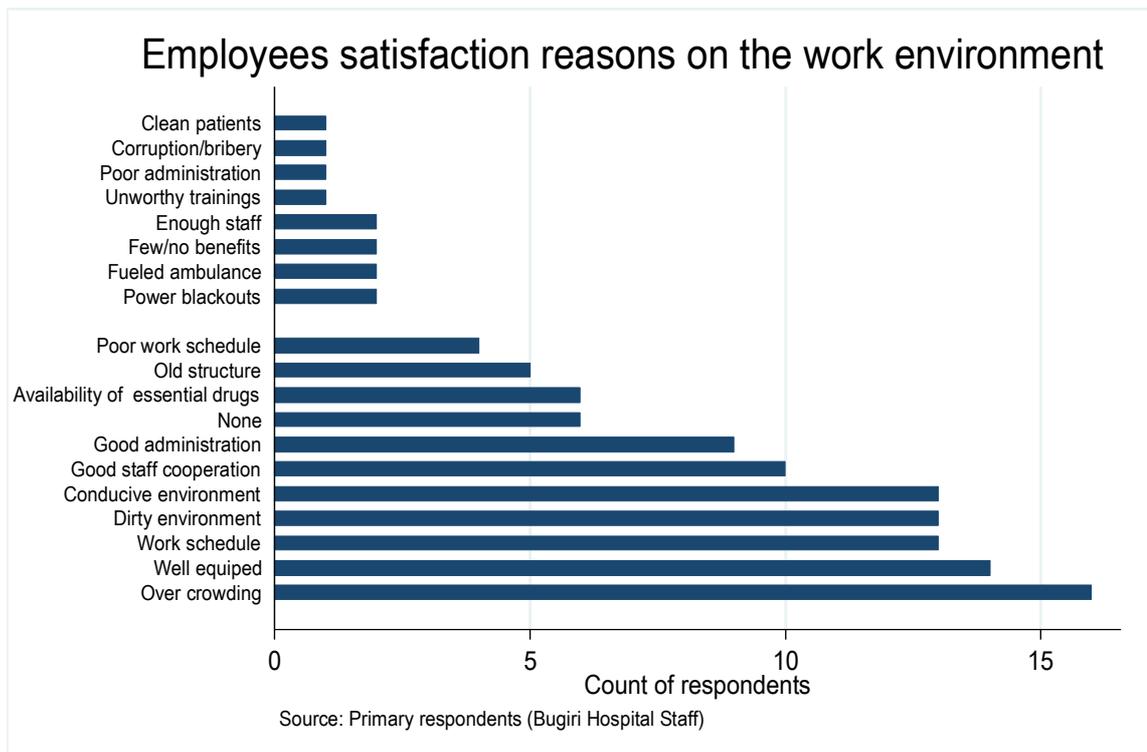


Survey findings revealed in the graph above that, employees working the dental and optics departments are more satisfied than others. However, none of these said was very satisfied with the work environment. Findings also showed that family planning staff

and doctors are mostly not satisfied with the hospital work environment. While very few staff members indicated they were very satisfied with their work environment. These few are from maternity department, laboratory and support staff.

The researcher further probed to obtain respondents' explanation or reasons for indicating their feel (satisfaction level) on work environment. Several reasons were revealed by the study as indicated in the graph below.

*Figure 10: Showing reasons for employee satisfaction on the work environment*



The survey discovered the most work environment annoying issue (affecting job performance) at the hospital as the overcrowding of patients as shown on graph above.

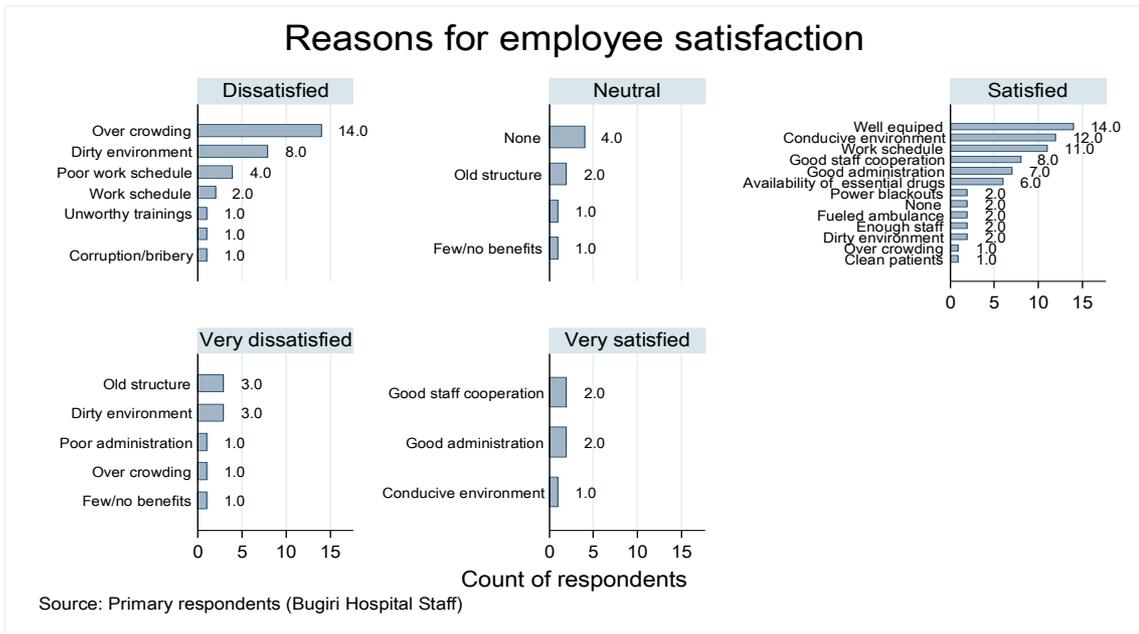
The second dissatisfying factor is the dirty work environment, followed by unrenovated structure (old) and the poor work schedule.

*“... there has been no such negative effect on my work, however, there is over crowding by patients yet. There are few doctors in the hospital making it so frustrating for medical workers. Yeah, this demotivates them, explained by a support staff.*

*Individually, when others don't properly perform their duties, we all fail as a hospital. For instance, if nurses are not satisfied with the hygiene of patients, we doctor get wrong information from nurses, Senior Medical Superintendent said.*

However, for the satisfied respondents, their main reason is well equipment of the facility, followed by the good work schedule, conducive environment and good staff cooperation.

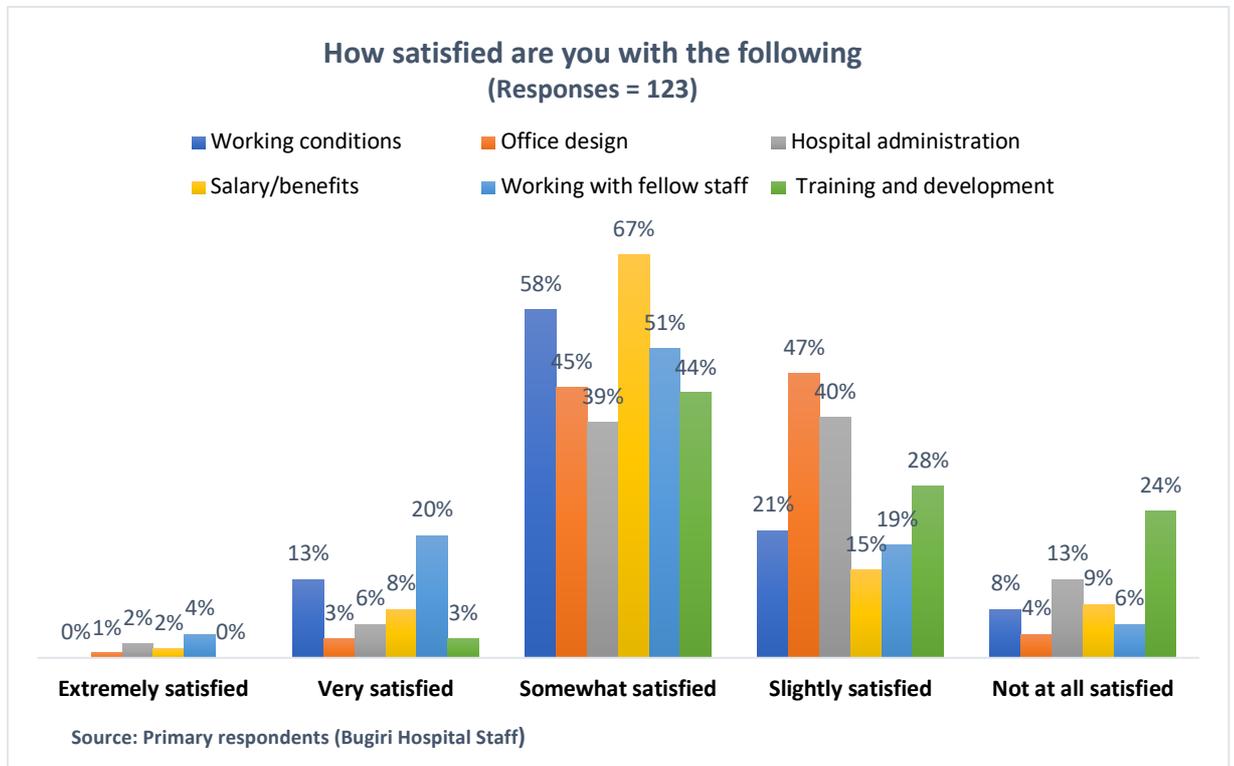
*Figure 11: Showing categorised reasons for employee satisfaction on the work environment*



The graph above shows the categorical reasoning of respondents in harmony with their satisfaction level. On one side, the disgruntled employees noted overcrowding, dirty environment, poor work schedule, old structure among others, as the reasons being their feeling about the work environment. While the contented employees largely pointed out well equipped hospital, followed by conducive environment, good work schedule, good staff teamwork and good administration, as the reasons being their feeling towards their work environment.

For more clarity, the researcher asked the hospital employees to express their feelings on the discrete aspects of their work setting, including, work conditions, salary/benefits, office design, working with fellow staff, the administration and training and development. The survey findings therefore graphically outlined below;

Figure 12: Showing employee satisfaction levels on key work environment aspects



The researcher therefore after interviews and analysis discovered (see graph above) that most hospital staff are generally not satisfied with all these work environment aspects. For instance, the survey discovered that most employees noted they are somewhat satisfied and slightly satisfied with all the aspects of their work environment, followed with the movement of figures towards the dissatisfaction sideways. With very few or no respondents noting being very or extremely satisfied with these aspects, most especially the working conditions (0%), training(0%) and office design (1%).

Of all the aspects of the work environment, the researcher discovered that training and development is hurting employees the most compared to the other aspects, followed by the hospital administration. While working with fellow staff is relatively boosting

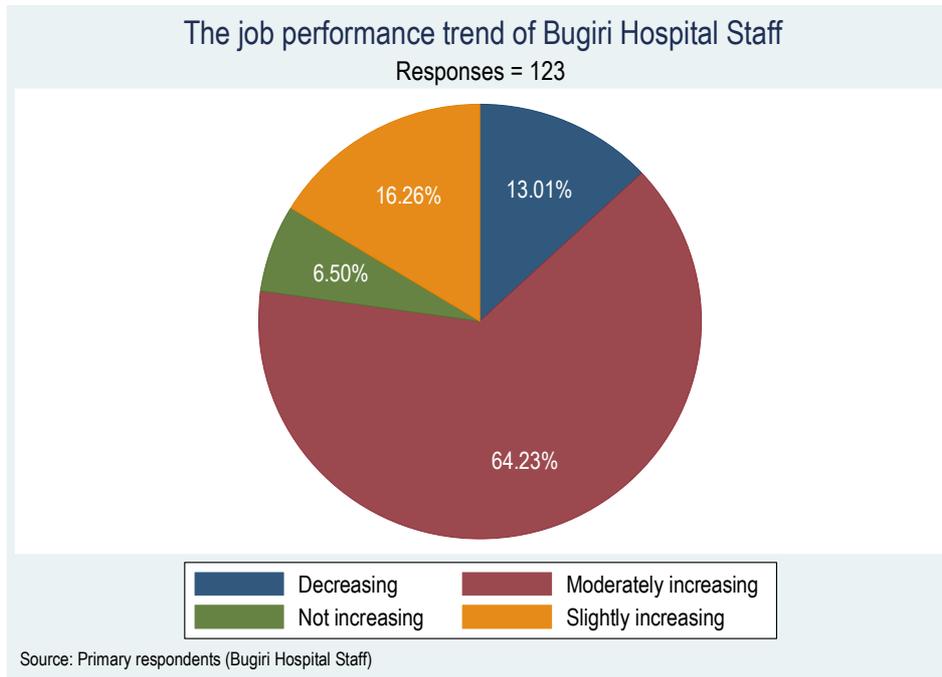
employees performance at the hospital. Perhaps this explains why a senior medical worker had this to say,

*“Individually, when others don’t properly perform their duties, we all fail as a hospital. For instance, if nurses are not satisfied with the hygiene of patients, we doctor get wrong information from nurses”.*

### **4.3 Factors affecting employee performance**

This section answers the survey question of, “What factors affect the performance of Bugiri hospital employees?”. The section also covers the analysis of correlation between the variables (Independent variables, dependent variable and intervening variable). Furthermore, under this section the researcher intended to determine reasons for employees’ poor performance. For a general view of this objective, the researcher enquired the job performance trend of the hospital staff. See figure below for the findings of this trend.

Figure 13: Showing employee job performance trend since 2016



On

answering this question, the researcher asked respondents how they (hospital staff) have been performing for this last three years (since 2016). The survey revealed a moderate increase (64%) in job performance since 2016 to late early 2020, followed by respondents who observed a slight increase in the performance, 13% reported a decreasing performance trend and only 6% have not observed any change (be it positive or negative) in how employees perform their tasks.

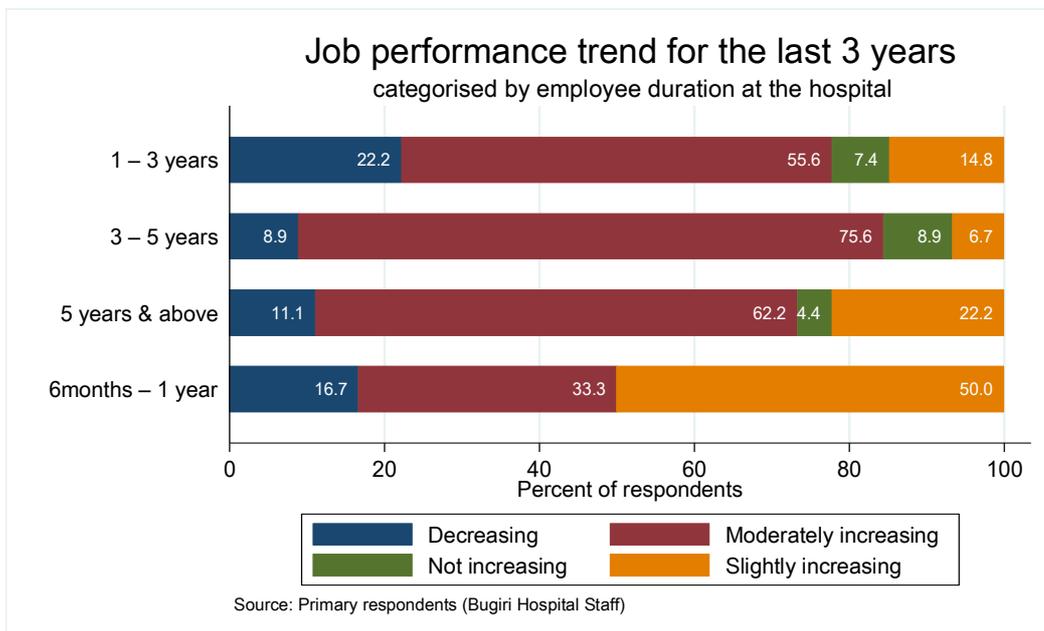
Therefore, generally though some employees are not observing a positive performance trend, many are witnessing a positive trend. However, considering these percentages more effort is needed by the hospital management and government to rise performance levels of all staff.

*“Since I took over as the admin, things changed for the better. People have to work, there has been reduced absenteeism – medical workers miss work when they have serious reasons to do so. They request for permission to miss work.*

However, senior doctors and specialists are the ones that in most cases don't show up without getting permission, but we are trying so hard as a hospital to handle them”, Hospital administrator explained.

To better understand this performance trend, the researcher categorised the thoughts by duration/time spent at the hospital. The survey considered seeking information from all employees, including those who have been at the facility for 6 months – 1 year, 1 - 3years, 3 – 5 years and 5 years and above. Respondents' views are clearly presented in the figure below.

Figure 14: Showing employee job performance trend since 2016; categorised by duration worked

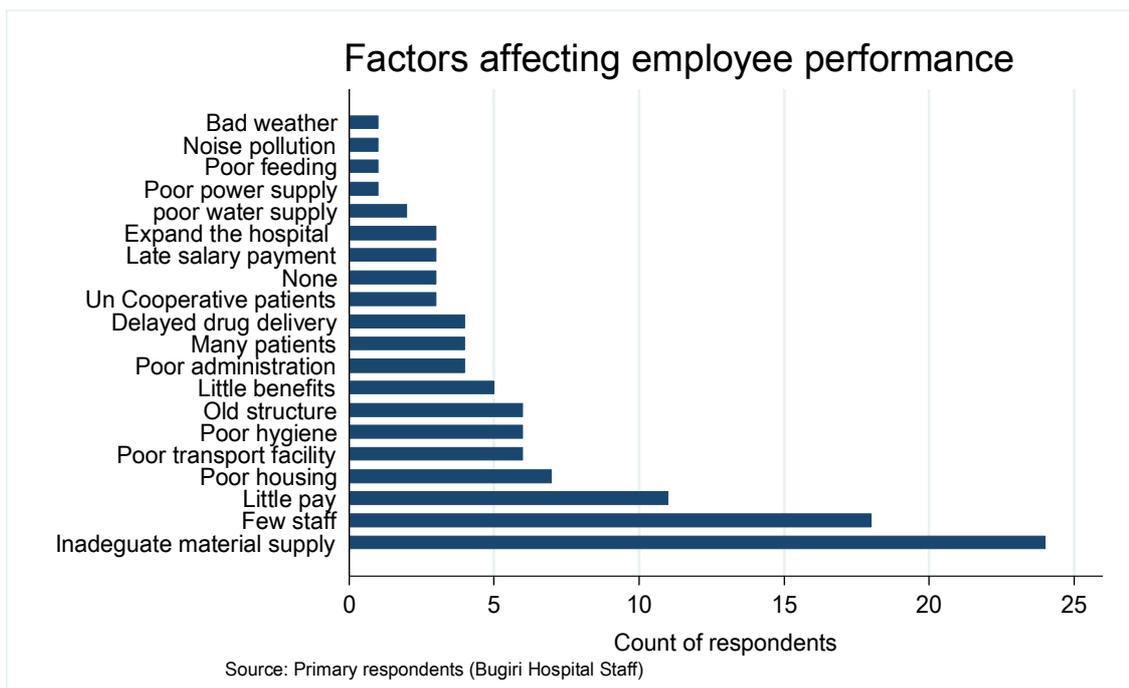


Results from the survey show that old staff at the hospital are observing a moderate increase in job performance compared to new staff. Employees who have been at the facility for less than a year are mainly (50%) observing a slight increase in the

performance and 33% are seeing a moderate increase. While for employees who have been at the hospital from 1 year and above are mainly observing a moderate increase in the performance of employees. To the contrary, the decreasing trend is highly observed by staff who have been at the hospital for less than 3 years.

While many respondents think the performance trend is moderately increasing, they have several factors affecting their performance. These reasons are listed in the figure below.

Figure 15: Showing factors affecting employee job performance



Results from the survey revealed that level of performance of most hospital staff is low mainly because of inadequate material supply, followed by few staff at the facility

(perhaps the readily available), little pay, poor housing, poor transport, poor hygiene and old hospital structure.

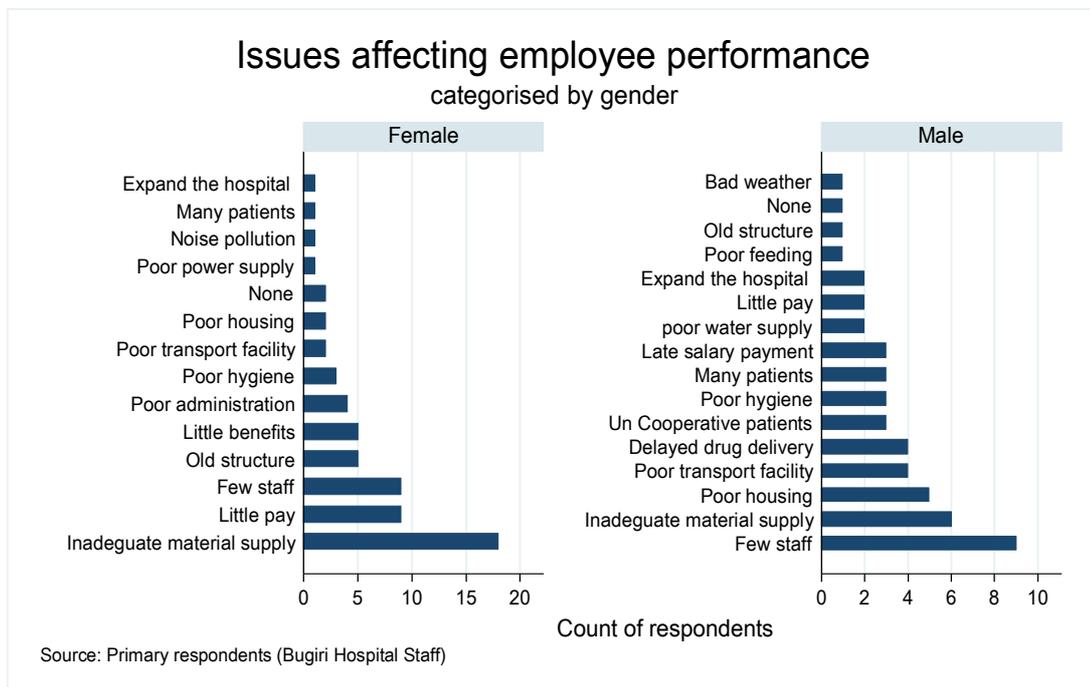
*“Yes, it faces a number of challenges, like any government facility, Bugiri hospital faces challenges like overcrowding- too many people are always flocking the hospital for medical care, secondly, poor funding by the government-this hospital receives very inadequate funding from the government, for instance it receives only 20% of its budget. The other major challenge faced by the hospital is under staffing – very few staff are attached to this hospital, it only currently has 3 senior medical personnel and no key specialists”,* Hospital administrator narrated.

Similarly, another senior medical worker agreed with the finding, in his verbatim below, he narrates that:

*... all public institutions in this country are facing huge challenges. However, Bugiri hospital specifically is faced with underfunding, corruption, general poor hygiene, overcrowding patients, among others.*

Additionally, the researcher categorised these factors by gender as a way for developing better strategies to solve the problem.

Figure 16: Showing factors affecting employee job performance; categorised by gender



Though inadequate material supply is generally the main affecting factor, this is not the case with male employees. To them, few staff at the hospital is most hurting issue affecting job performance among the hospital staff, then followed by inadequate material supply. Similarly, poor housing, poor transport, and delayed drug delivery are among the top affecting reasons among male respondents.

While among female employees, with inadequate material supply being the topmost affecting factor, the other main factors are little pay, few staff (comes in third among females), followed by old structure and little benefits.

### 4.3.1 Correlation analysis

A Spearman's correlation was run to assess the relationship between the survey variables. The independent variables, the dependent variable and the intervening variable. A spearman's correlation was used instead of Pearson correlation because of the ordinal nature of the variables under test. Pearson's correlation cannot be run due to violations of normality especially when ordinal variables are being used. The correlation coefficient that will be used is the Spearman's correlation coefficient, this is a non-parametric statistic and will be used, because the data has violated parametric assumptions, such as non-normally distributed data (Field, 2009).

Correlation coefficient was computed to assess the relationship between the independent variables, the dependent variable and the intervening variable. The independent variables included working conditions, hospital management, salary, training and the office design; while job performance is the dependant and job satisfaction being the intervening variable.

The relationship between the independent variables and dependent variable is shown in the table below;

*Table 3: Showing the relationship between the independent variables and dependent variable*

	Job_perfor~e	Workin..	Hospit~t	Office~2	Salary	Training
Job_perfor~e	1.0000					
Working_co~s	0.2068* 0.0217	1.0000				
Hospital_m~t	0.1264 0.1637	0.0891 0.3272	1.0000			
Office_des~2	0.1885* 0.0368	0.1799* 0.0465	0.2629* 0.0033	1.0000		
Salary	0.1185 0.1918	0.1608 0.0757	0.1152 0.2043	-0.0226 0.8041	1.0000	
Training	0.1039 0.2528	0.1715 0.0578	0.2638* 0.0032	0.1513 0.0948	0.2065* 0.0219	1.0000

Spearman's Rho correlation analysis. Note \* Correlation is significant at the .05 level.

Considering the above analysis, there is a strong positive relationship between job performance and the working conditions, which was statistically significant,  $r_s = 0.2068$ ,  $p = 0.0217$ . There is a positive relationship between the physical working conditions and performance of employees at Bugiri Hospital (i.e. Employees who perceive their physical work environment as undesirable and inappropriate, their corresponding level of satisfaction and performance will decrease). On the other hand, though there is a positive relationship between job performance and hospital management, there is no statistically significant correlation between the two variables,  $r_s = 0.1264$ ,  $p = 0.1637$ . the correlation coefficient is not statistically significant  $p > .05$ .

The second hypothesis of the study was that, the hospital administration and working conditions perceived by employees will have a direct positive effect on job satisfaction. See table below for this presentation.

Table 4: Showing the hypothesis that working conditions will have direct positive effect on job satisfaction

	Job_satisf~n	Workin..	Hospit~t	Office~2	Salary	Training
Job_satisf~n	1.0000					
Working_co~s	0.4844* 0.0000	1.0000				
Hospital_m~t	-0.0646 0.4780	0.0891 0.3272	1.0000			
Office_des~2	0.0092 0.9195	0.1799* 0.0465	0.2629* 0.0033	1.0000		
Salary	0.2298* 0.0106	0.1608 0.0757	0.1152 0.2043	-0.0226 0.8041	1.0000	
Training	0.2158* 0.0165	0.1715 0.0578	0.2638* 0.0032	0.1513 0.0948	0.2065* 0.0219	1.0000

Spearman's Rho correlation analysis. Note \* Correlation is significant at the .05 level.

The spearman correlation test shows that there is a statistically significant and strong positive correlation between job satisfaction and working conditions,  $r_s = 0.4844$ ,  $p = 0.000$  ( $p < .05$ ). Similarly, there is a positive correlation between employee satisfaction and salary/benefits ( $r_s = 0.2298$ ,  $p = 0.0106$ ) and trainings for professional development ( $r_s = 0.2158$ ,  $p = 0.0165$ ).

The researcher further analysed to ascertain the correlation between job performance (dependent variable) and job satisfaction (intervening variable). From the non-parametrical correlation test below,

```
. spearman Job_satisfaction Job_performance, stats(rho p) star(0.05)

Number of obs =      123
Spearman's rho =      0.1673

Test of Ho: Job_satisfaction and Job_performance are independent
Prob > |t| =      0.0644
```

There was a positive correlation between the two variables,  $r = 0.1673$ ,  $p = 0.0644$ . However, there is no statistically significant relationship between the dependent and intervening variable, as  $p > .05$ . Overall, there was a small positive correlation between job satisfaction and job performance. Increase in job satisfaction were slightly correlated with increase in job performance among hospital workers.

#### 4.4 Ways of improving employee job performance.

This section is intended to answer the question of improving job performance of Bugiri hospital employees. Respondents were tasked by the researcher to suggest possible ways of boosting their performance at the hospital. The result from these conversations are illustrated in the table below.

*Table 5: Showing suggested ways of improving on employees' performance.*

Improving performance	Freq.	Percent	Cum.
Constant power supply	1	0.81	0.81
Improve on staff welfare	14	11.38	12.20
Improve on hygiene	15	12.20	24.39
Renovate the hospital	16	13.01	37.40
More drugs	5	4.07	41.46
Expand the hospital	1	0.81	42.28
More hospital equipment	26	21.14	63.41
Hire more staff	26	21.14	84.55
Salary increase	19	15.45	100.00
Total	123	100.00	

The survey findings show purchasing more hospital equipment (21%) and hiring more staff (21%) as the most suggested solutions by the respondents. The hospital should perhaps tackle these two first. The other solutions as suggested by respondents included

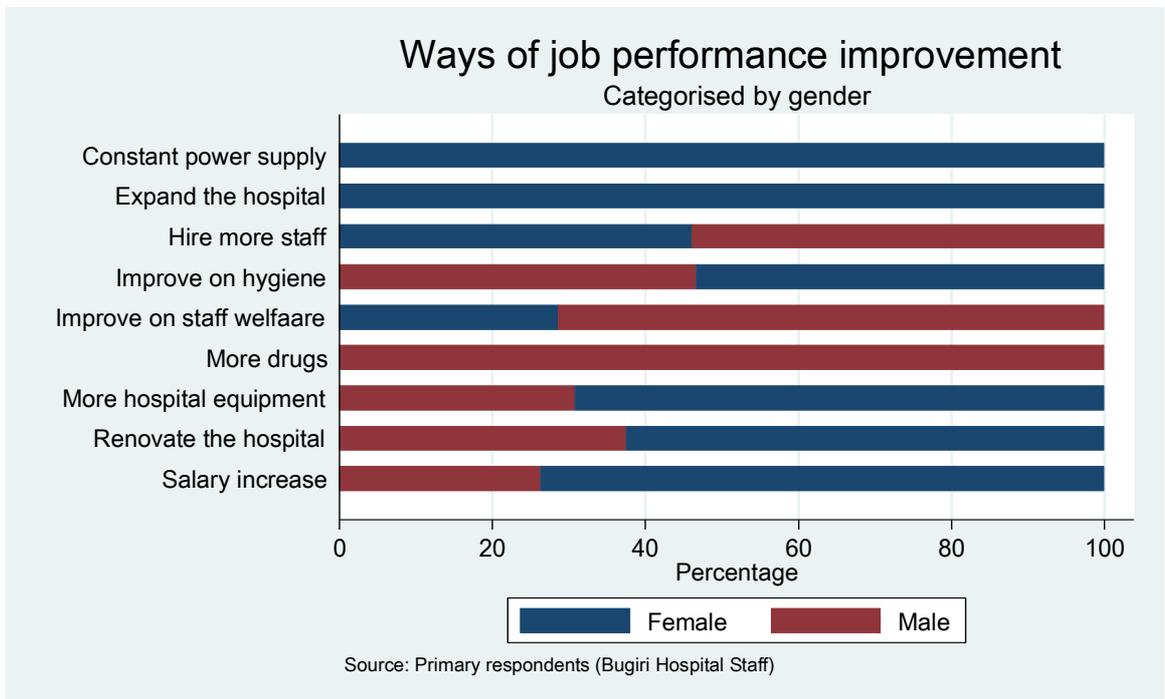
salary increment, hospital renovation, improving on the hospital hygiene, improving staff welfare among others.

*“As a hospital and the district, we have continually written to the health ministry and engaged the district headquarters to increase funding to at least 50% of our budget, allocate more staff to the hospital and to increase on medical staff benefits”,* said the hospital administrator.

Similarly, a senior doctor expressed that;

*“..... the hospital and the district administration have combined efforts to see positive changes in the facility, they are lobbying for more funding from the government and from NGOs. Secondly, we are using and encouraging interns to our hospital, this will reduce on overcrowding and over working staff, we have laid down strict rules on time (arrival and departure). We have constantly written to ministry to increase on staff, increase on medical supply plus increasing workers’ salary”.*

Figure 17: Showing suggested ways of improving on employees' performance categorized by gender



For the two main suggestions revealed by respondents, the figure above indicate female employees as the main advocators of purchasing more hospital equipment than males, and nearly an equal percentage (50%) of both sexes are agitating for hiring of more staff. This is in support with what a secretary in the office of the health inspector's office said;

*As a mother and a born of this community, I feel so much for that hospital, we need to renovate the hospital and if availed with enough funds we should expand it. Secondly, there is need for more beds, more passionate doctors and constant supply of drugs.*

On the other hand, only female employees are calling for availability of constant power supply and expansion of the hospital. While it is only males who are suggesting for the supply of more drugs to the hospital to provide better treatment to patients. However, generally all employees are striving for improvements that will better the health service delivery other than thinking about themselves. Apart from increasing salary and improving staff welfare, all the other suggestions are geared towards improving the hospital and thus better service delivery.

## CHAPTER FIVE

### DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

The findings provide support for previous reports by researchers on work environment related to employee job performance and satisfaction. The results from this study allow us to further register the benefits of work environment and identify factors that may affect job performance.

Findings from this study show that excellent work environment is associated with overall job performance and satisfaction. This link may be explained by the hypotheses that there is a positive relationship between the physical working conditions and performance of employees (i.e. Employees who perceive their physical work environment as undesirable and inappropriate, their corresponding level of satisfaction and performance will decrease). Further research to explore this relationship is critical as many health facilities especially the public ones, are trying hard to improve on their working environment to retain and to improve employee performance amidst scanty funds.

Chapter five therefore provides an argument of the main study findings and where applicable, links the literature to the research outcomes.

#### 5.1 Discussion of findings

##### 5.1.1 Perception of the work environment.

The first research objective investigated employees' perception of the work environment at Bugiri hospital. From the investigation done, it is demonstrated that the work environment has positive effect toward the job satisfaction and employee's

performance, and job satisfaction do have a positive involvement on the employee's performance, (Ramli, 2019)

A conclusion can therefore be drawn from the results presented in chapter four and which pertains to the first research objective.

The study generally revealed that though employees are satisfied with their work environment, very few are too enthusiastic about it. More than half of the respondents are satisfied with the work environment, very few said were very satisfied with it. While a significant number was not happy about the hospital environment. This perhaps signals a possibility of many if not all hospital staff being dissatisfied soon if no improvements are made at the hospital. Including those who are so enthusiastic about their profession.

Ramli (2019), stated that by improving a good work environment for employees, job satisfaction of employees of private hospitals in Jakarta can follow these enhancements. He further adds that, communication must be made open between leaders and employees and between employees and their fellow employees, so that employees feel satisfied and will have a positive impact on performance. Especially if the employees can improve their careers and competencies in general. Therefore, the hospital management needs to make improvements or increase the competence of the employees, so they feel comfortable working in such a work environment.

With the existence of a conducive and comfortable work environment, will create enthusiasm from employees in work and will improve performance and work discipline in each of his job. Comfortable work environment, adequate facilities, and good employee relations. Will affect employee performance. When employees feel

comfortable with the environment in which they work will certainly bring them to be more disciplined and can improve their performance in achieving the goals of the company/agency (Elok, Ekowati, Supriyanto, & Mukaffi, 2019).

From the results, overcrowding of patients at the hospital is the main reason for lack of enough enthusiasm among staff, this perhaps happens due to lack of enough staff or absenteeism.

Similarly, Manyisa & Aswegen (2017), expressed that, the following sub-themes emerged from this main theme: increased patients' workloads, long working hours, shift work, poor infrastructure and staff shortages, budgetary constraints as well as the strategies for improving working conditions in public hospitals. They further added, the increase in patient admissions in public hospitals is probably due to the high costs of private hospitals, rapidly growing urban populations, poverty and the associated diseases, as well as the escalation of Human Immunodeficiency Virus (HIV) and Acquired Immune Deficiency Syndrome (AIDS).

Similarly, Ramli (2019), noted that improving the work environment can reduce complaints and absenteeism while increasing employee performance.

The research conducted by Ali (2015) states that the work environment in the agency can have a positive and significant influence on employee performance.

It is therefore imperative to conclusively note while confirming to the first hypothesis of the study that; there is a positive relationship between the physical working conditions and performance of employees at Bugiri Hospital (i.e. Employees who perceive their physical work environment as undesirable and inappropriate, their corresponding level of satisfaction and performance will decrease).

### **5.1.2 Factor affecting employees' performance**

From the results presented in chapter four, numerous findings emerged. One of the most important outcomes of the research is, irrespective of the devastating levels of work environment satisfaction, there is a moderate increase in the job performance trend of employees for the last three years, as presented in figure 8. Though there is a moderate increase in the job performance among hospital employees for the last three years, figure 15 in chapter four revealed inadequate material supply, understaffing and little payments are mainly affecting employees' performance.

This matches with several findings of other researchers. For example, Manyisa & Aswegen, (2017) reported that workload, HIV/AIDS epidemic, shift work, long working hours, poor infrastructure, inadequate resources and shortage of staff were found to be the main factors attributed to poor working conditions.

This is related to the study by Asigele (2012) who noted that inadequate facilities and equipment impact negatively on service delivery and the quality of patient care. Shortage of appropriate administrative equipment and lack of necessary skills hampers appropriate stock control, sometimes causing stock outs and making theft of medicines easier than it might otherwise be. He further explained that without availability of drugs, even the best trained providers cannot perform effectively, and this may jeopardize the quality of service offered by health providers and as a result it may lead to prolonged diseases and even death of patients.

The researcher also discovered that work conditions like hygiene, nature of office, the status of the hospital structures, and staff housing affect employee performance. This finding relates to earlier studies conducted by other researchers.

For instance, Ollukkaran & Gunaseelan (2012), reported that workplace environment in most of the industry is unsafe and unhealthy. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational disease and it impacts on employee's performance. They added that, thus productivity is decreased due to the workplace environment. It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance.

### **5.1.3 Improving employee performance**

Findings by Adjei, Odoom, & Opoku, (2016) revealed that job satisfaction, logistic provision, and an enabling work environment are intrinsic motivating factors that affect the work performance of health workers; extrinsic factors such as financial reward, accommodation, and transportation also impact work performance. Furthermore, motivation is key to the work performance of nurses.

This relates to this study as it mainly discovered that hospital employees are agitating for; more hospital equipment and hiring more staff as extrinsic motivational factors. While the intrinsic motivational factors discovered in this study are pay rise and general staff welfare.

Public health sector employers and organizations should adopt sustainable strategies which target the important work environment factors to support employee creativity and so enhance service quality, productivity, performance and growth. (Lukersmith & Limerick, 2013).

Lukersmith & Limerick (2013) further described that work environment factor that needs the most improvement was incentive for creative results. Whilst health professionals do not consider that their work environment adequately provides ‘incentive for creative results’, it is not one of the most important factors for health professionals. A person does not generally enter a health profession (in the public sector as an employee) for significant financial rewards (or incentives). Whilst there may be incentives other than financial, the participants are likely to perceive incentives for creative results to be linked to financial incentives. Public sector employees have limited opportunity to engage in productivity or results based financial incentives. Most participants in the study were employed in the public sector, which may have influenced the importance rating.

## **5.2 Conclusion**

There is a large body of research which has established the link between work environment factors and job performance. Motivating the public hospital staff will enhance their performance in the use of narrative; good working conditions, recruiting more staff, better pay, good welfare, usage of enough and advanced equipment, training and development.

Moreover, exciting and supporting health workers will also assist especially public hospitals to continue services, growth and provide quality services in an increasingly cost-effective environment of the country’s health care system.

The Spearman’s correlation coefficient was used to investigate the relationship between the selected variables, that is (independent variables, dependent variable and

intervening variable). The Spearman's correlation results show that; Firstly, there is a positive relationship between the physical working conditions and performance of employees at Bugiri Hospital. However, it should be noted that, though there is a positive relationship between job performance and hospital management, there is no statistically significant correlation between the two variables. Secondly, there is a positive correlation between employee satisfaction and salary/benefits. Thirdly, there was a small positive correlation between job satisfaction (intervening variable) and job performance (dependent variable), as increase in job satisfaction slightly correlated with increase in job performance among hospital workers. It is concluded that all the hypotheses are upheld.

It is recommended that a proactive strategy be adopted by organizations to improve the alignment between flexible work-hour agreements and other human resource policies such as recruitment, promotion, training, rewards and performance assessment (Idowu, 2020).

The study results suggest to the government, private hospital employers and other organizations that health workers consider themselves to be satisfied and passionate about their job. However, there is room for improvement in public health care settings to inspire their job satisfaction and performance.

It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences on a great extent their error rate, level of innovation and collaboration with other employees,

absenteeism and ultimately, how long they stay in the job (Ollukkaran & Gunaseelan, 2012).

Inadequate facilities and equipment impact negatively on service delivery and the quality of patient care. Shortage of appropriate administrative equipment and lack of necessary skills hampers appropriate stock control, sometimes causing stock outs and making theft of medicines easier than it might otherwise be (Manyisa & Aswegen, 2017). The review revealed that unsatisfactory working conditions have negative impact on the physical and psychosocial wellbeing of employees. To mitigate these factors, the review has revealed various strategies that could help improve working conditions in public hospitals.

### **5.3 Recommendations**

The present study is based on samples of selected employees of Bugiri hospital in Bugiri municipality in Bugiri district. The findings presented here may not be generalizable to other settings owing to limitations of sample characteristics & size. Further studies with more detailed and comprehensive work environment scale with larger sample size and different characteristic is suggested for better understanding of the concept in Ugandan public hospitals. Though the researcher did not set out to assess performance nor productivity per staff, the results have several implications for hospital management which aim at improving performance and productivity of staff. Factors of hiring more staff to avoid crowding and purchasing more hospital equipment like beds, computers, laboratory equipment among, were highlighted as particularly important to improve job performance.

More intrinsic motivational factors such as pay rise and improving employee welfare were identified as particularly important. A good office design, good working conditions, hygiene environment and good administration were acknowledged as being critical for job performance.

#### **5.4 Limitations of the study**

The generalization of this study findings is limited, especially by the fact that the researcher conducted the study in only one public hospital (Bugiri Hospital). Though the researcher managed to meet the target sample size, and a cross gender and departmental approach was used to minimize the impact of nonparticipating employees, non-generalization of findings still remains a limitation.

The researcher also recognizes that many hospital workers were concerned about the confidentiality of their responses and recognize that some may have feared to fully express their feelings, for instance in the workplace environment questions, for fear that their employers would read the concerns they expressed. Others with low levels of job satisfaction may have declined to participate because of confidentiality concerns or lack of interest. The researcher limited this potential bias by keeping the survey anonymous and assuring all respondents that raw data would not be shared with their employers or any third party.

Finally, the researcher also faced a challenge of availability of respondents, it was hard to get hospital staff to respond to questions. Especially, the senior medical doctors, they were very hard to secure an interview with. The research resolved this challenge by following them to their residence especially over the weekend when they are regarded less engaged.

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## APPENDICES

Hello, my name is Patricia Nakiwala and I am conducting research as fulfillment of the requirement of the award of a master's degree in Public Administration at the university of Bergen. I kindly ask for your participation by responding to some questions about your experience as an employee of Bugiri Hospital. I will keep your answers completely anonymous so please feel free to answer openly. This interview is completely voluntary. Do you have 5 minutes to talk to me?

<b>Section A: Characteristics of respondents</b>			Codes
1	Sex (Observe and record, don't ask)	1. Male 2. Female	
2	What is your age?	1. 18-28 2. 29-39 3. 40-50 4. 50-60 5. 60 Above	
3	What is your level of education?	1. No formal education 2. Below diploma 3. Diploma 4. Bachelors 5. Masters 6. PHD	
4	Department/Position	..... .....	
5	Duration in Bugiri Hospital	1. 6months – 1 year 2. 1 – 3 years 3. 3 – 5 years 4. 5 years & above	

## Appendix I.: Questionnaire tool for primary respondents

<b>Section B: Work environment and job performance</b>						Codes
5	What is the most important factor in the work environment?	1. Job Satisfaction 2. Office design 3. Performance feedback 4. Environmental conditions				
6	What has been the trend of performance at Bugiri Hospital over the last three years (2016-2019)?	1. Increasing 2. Reducing 3. Constant/stagnant 4. Don't know				
How do you agree with the following statements? <b>(1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree)</b>						
	<b>Statements</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
7	Workplace environment has influence on the performance level of employees at Butabika hospital					
8	There is a relationship between work environment and job performance of employees of Butabika Hospital					
9	How satisfied are you with the work environment at Bugiri hospital?	1. Very dissatisfied 2. Dissatisfied 3. Neutral 4. Satisfied 5. Very satisfied				
10	Please explain why?					

**Section C: Factors affecting employee performance**

**On the scale of 1-5, tick in the appropriate box on how you agree or disagree with the statements below.**

**(1 = Strongly disagree; 2 = Disagree; 3 =Neutral; 4 = Agree; 5 = Strongly agree)**

<b>Statements</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Codes</b>
11	Job satisfaction is the most important factor in employee performance						
12	Office design is important for comfort, efficiency, and safety of employees at work.						
13	Goal clarity among the employees helps to improve their performance						
14	Knowledge of the structure helps an employee to know what to do in given situations and hence improve his/ her performance						
15	Performance feedback is important for the improvement of an individual's performance						
16	Ability, training and experience improve an individual's capability to perform						
17	The use of modern technology triggers performance of employees						
18	Availability of opportunities to practice new different things at work helps to improve an employee's job performance						
19	Environmental conditions such as; temperature, lighting, ventilation, noise level are important factors on employees' wellbeing and work processes						
20	Suggest any other factors that affect your level of performance as an employee of Bugiri Hospital?						

**THANK YOU VERY MUCH!!!**

## **Appendix II: Interview Guide tool**

For exploring the impact of work environment on job performance of employees

### **Respondents: Supervisors and Department Heads**

1. How would you describe the work environment of Bugiri Hospital?
2. How has it affected you and the health worker's service delivery?
3. How has the work environment influenced the medical worker's hospital attendance and medical care offered to patients?
4. What influence has the workplace environment had on medical worker's enthusiasm in service delivery?
5. In your view, what motivates medical workers to perform? also what motivates you to perform?
6. Does the hospital face challenges in running its activities? and what are some of the challenges faced?
7. What possible measures have been taken against some of the challenges faced by the hospital?
8. What is your recommendation on work environment and job performance of employees of Bugiri hospital?

THANK YOU VERY MUCH!

## Appendix III: Letter of introduction



UNIVERSITY OF BERGEN

*Department of Administration and Organization Theory*

To

Bugiri Hospital

P.O.Box 97, Bugiri Jinja-Tororo Rd,

Bugiri, Uganda

15.03.2020

### LETTER OF INTRODUCTION

Dear Sir/Madam

This letter is to introduce Ms. Patricia Nakiwala 09.03.1991. She is pursuing an MPhil degree in Public Administration at the Department of Administration and Organization Theory, University of Bergen, Norway.

Ms. Patricia Nakiwala has completed one year of course work and is now doing research for his thesis on the topic:

"EMPLOYEES' PERCEPTION ON THE IMPACT OF WORK ENVIRONMENT ON JOB PERFORMANCE: A CASE OF BUGIRI HOSPITAL IN UGANDA"

The thesis is supervised by Associate Professor Dr. Kari Tove Elvbakken.

Yours sincerely

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