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**WORKING ENVIRONMENT AND EMPLOYEE PERFORMANCE IN LOCAL
GOVERNMENTS IN UGANDA**

CASE STUDY: SOROTI MUNICIPAL COUNCIL

A dissertation presented to

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DEDICATION

This research report is dedicated to my beloved parents, Mr. Opolot Charles Aedeke and Mrs. Mary Opolot Agwang. Not forgetting my beloved husband Mr. Asimwe CollinsMukiiza and my daughters Trinity Kusiima and Victoria Purity Kushemererwa.

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LIST OF ABBREVIATION/ACRONYMS

CVI	: Content Validity Index
DV	: Dependent Variable
IV	: Independent Variable
KMs	: Kilometers
MoLG	: Ministry of Local Government
SAQ	: Self-Administered Questionnaire
SHRO	: Senior Human Resource Officer
SMC	: Soroti Municipal Council
UBOS	: Uganda Bureau of Statistics
UMU	: Uganda Martyrs University

ABSTRACT

The study sought to examine the effect of working environment on employee performance in Soroti Municipal Council. The specific objectives were; to determine the effect of physical working environment on employee performance, to examine the effect of staff support supervision on employee performance and to find out the effect of work incentives on employee performance. This study adopted a descriptive survey design so as to have a detailed study of fundamental themes, with a population of 205 people and the sample size of 136 people, however, 116 finally participated giving a response rate of 85.3%. Respondents were selected through purposive and simple random sampling; thereafter they were given questionnaires, while management participated in key informant interviews.

The findings of the study indicated that physical working environment significantly affects employees' performance by 22.7%. This implies that the enhancement of the general physical environment translates into an improvement in the employees' performance. For objective 2: findings indicated that support supervision significantly affects employees' performance by 28.8%. This implies that support supervision positively affects employee performance, as indicated by supervisors guiding and closely working with their subordinates to ensure that their performance is measurable. Objective 3: the study indicated that work incentives significantly affect employees' performance by 35.2%. This is a testament that institution of work incentives like salary improvement, fringe benefits, promotion, recognition among others induce employees to commit themselves to the organization the more. Multiple regression analysis indicates that up to $r^2 = 0.390$ (39%), was accounted for by the independent variables included in the model. This shows that working environment is a strong correlate and predictor of employee performance.

The study concluded that the three dimensions of working environment, namely; physical working environment, support supervision and work incentives are strong correlates and predictors of employee performance. In light of the findings, the researcher recommended that, the physical working environment needs to be made responsive to employees' performance needs, Soroti Municipal Council needs to come up with guidelines on staff support supervision and the management should examine and improve the existing Human Resource procedure on disbursing fringe benefits and promotion opportunities which can motivate employees to be more committed to their work and also perform better by: giving priority to internal staff to compete in vacant positions before announcing to external applicants, disbursement of fringe benefits and transparency of promotion function.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The study aimed at examining the effect of working environment on employee performance in Mbale local governments in Uganda, a case of Soroti Municipal council.

This chapter consists of the background of the study, statement of the problem, objectives of the study, research questions, scope, and significance of the study, justification, and conceptual framework

1.1 Background of the study

Working environment plays an important role towards the employees 'performance. Working environment is argued to impact immensely on employees' performance either towards negative or the positive outcomes (Chandrasekar2001). In the world, there are international organizations that debate on the rights of employee. Most people spend fifty percent of their lives within indoor environments, which greatly influences their mental status, actions, abilities and performance (Dorgan, 1994). Better outcomes and increased productivity is assumed to be the result of better workplace environment. Better physical environment of office will boost the employees and ultimately improve their productivity. Various scholars have studies about multiple offices and office buildings and indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity (Carnevale 1992, Clements, 1997).

In the 1990's, the factors of work environment Uganda had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing

work processes (Hasun & Makhbul, 2005). When employees are physically and emotionally fit will have the desire to work and their performance outcomes shall be increased. Moreover, a proper workplace environment helps in reducing on absenteeism and thus can increase the employees' performance which translates into increased productivity (Boles et al.2004). Measuring employees' performance in both the public and private sectors has been discussed for decades (Kaplan and Norton, 2004; Pollitt and Bouckaert, 2004). In many advanced economies, such as those of the Anglo-Saxon countries, Scandinavia and the Netherlands public services have come under increasing pressure to improve their efficiency and effectiveness, reduce their demands on taxpayers, but maintain the volume and quality of services supplied to the public (Brignall and Modell, 2000).

In the United Kingdom public sector, an important innovation in the performance management regime centers around public service agreements, explicit agreements, targets and indicators established between the treasury and individual government departments, which are subsequently cascaded throughout the entire public sector in an effort to ensure delivery alignment. The empirical findings are examined in light of three theoretical perspectives new institutional theory, resource dependence theory and agency theory. New institutional theorists adopt the position that organizations are not just technical systems and consider performance measurement as a set of socially constructed practices, shaped by long-lasting and deeply embedded norms (Scott, 1987; Covaleski et al., 1996). In institutional environments, some actors have the authority to impose organizational practices on subordinate units or to specify conditions under which they will remain eligible for continued funding (Geiger and Ittner, 1996). Although institutions play an important role in every sector, public sector organizations are more dependent on them both in terms of legitimacy and resources (Meyer and Rowan, 1977; DiMaggio and Powell, 1983)

Noble (2003), asserts that significant emphasis should be on identifying needs and enhancing working conditions, because, when workers perceive their working environment negatively, they may lose concentration, with conditions of stress, absenteeism, which also lowers their commitment and productivity. On the contrary, institutions with a responsive working environment, employees commit themselves to the organization the more and their productivity is always high. In this study, working conditions are measured by staff support supervision, physical working environment and work incentives.

The African Union Extraordinary Summit on Employment and Poverty Alleviation in Africa (Ouagadougou, September 2004) overwhelmingly endorsed the ILO's Decent Work Agenda with an emphasis on the creation of quality jobs. The Government of the United Republic of Tanzania supports this Pan-African call for the integration of employment growth and improved quality of work, as reflected in its National Strategy for Growth and Reduction of Poverty 2005–2010 and its National Employment Policy of 2008 (Kwesigabo, 2012).

In Uganda, human resource management challenges have been reported, such as; lack of a proper system to manage the performance of workers. For example, the value for-money audit that was carried out in 2016 exposed several loopholes in managing the performance of public sector workers at district level (Kwesigabo, 2012). The audit revealed serious staffing gaps, with many of the 112 districts not being able to attract and retain experienced and highly qualified workers particularly in management and health. In addition, the districts never had clear policies on staff professional development, rotation and transfers from one department or unit to another (Kwesigabo, et al, 2012).

In addition, performance of staff in LGs has been reported to be below expectation (UBOS, 2015). In most LGs, worker's dissatisfaction has been a constant scenario, evidenced by declining to offer services due to unfair treatment, wanting working environment, limited facilities and poor relations

between management and employees. Such a scenario has made communities to suffer since they are the beneficiaries of the services.

Therefore, it is not surprising that employee performance in Soroti Municipal Council over the years has not been encouraging, largely due to poor working conditions. Output quality is declining as a result of not motivating the workers. Since poor working conditions discourage good performance, it is more difficult to produce good results in an entity with poor working conditions. In an environment of poorly managed staff, the administration should mitigate its adverse effects by improving the conditions of work for purposes of enhancing workers' performance.

According to Ouma, (2016), the management of LGs like Soroti Municipal Council has been reluctant in making the working environment responsive to employees' performance needs, which is the reason for poor performance. It is upon such a background that some workers have performed reluctantly while others continue to be promoted amidst their pseudo performance (Ouma, 2016). In light of the above, management has the opportunity to leverage the situation by providing solutions to all the challenges affecting employees, which will motivate them to improve.

1.2 Problem Statement

Soroti Municipal Council has tried to institute measures to enhance the performance of employees in different sectors. This has been by enhancing physical working environment, staff support supervision, and work incentives. As evidenced by initiatives like, staff support services, monitoring, fair treatment, improving infrastructure, provision of tools and incentives, office layout, work interaction, timely salary payment, provision of fringe benefits and housing/accommodation (Soroti Municipal Council Human resource annual report, 2017).

However, the initiatives have not translated into improved performance of the workers, as per the Urban Authorities report (2017), which reported that, over 40% of all employees were not satisfied

with measures instituted which is evidenced in poor time management, lack of team work, lack of imitativeness and poor planning habits/ practices. In effect, staff performance in Soroti MC has been affected by deteriorating conditions in the work places. The incidence of poor working conditions has resulted into poor staff performance which, if not addressed, may spill over and affect the quality of the social services offered (Soroti MC annual report, 2017). According to the Annual Municipal report (2017), the infrastructure in the entity's unit is dilapidated and despite numerous appeals, face lift is yet to take place, implying that workers are working under risk.

Despite the fact that there have been measures put in place to improve the employee performance, SMC has continued to experience poor employee performance exhibited in the reports above. This is why the researcher was motivated to carry out the study on the effect of working environment on staff performance in Soroti Municipal Council.

1.3 Objectives of the Study

The objectives of the study were in two categories as seen below;

1.3.1 General Objective

To examine the effect between working environment on employee performance in the public sector, a case of Soroti Municipal Council (SMC).

1.3.2 Specific Objectives

- i. To determine the effect of physical working environment on employee performance in SMC.
- ii. To examine the effect of staff support supervision on employee performance in SMC.
- iii. To find out the effect of work incentives on employee performance in SMC.

1.4 Research Questions

- i. What is the effect of physical working environment on employee performance in SMC?

- ii. What is the effect of staff support supervision on employee performance in SMC?
- iii. What is the effect of work incentives on employee performance in SMC?

1.5 Research hypothesis

- i. The physical working environment positively affects employees' performance in Soroti MC.
- ii. The initiative of staff support supervision positively affects employees' performance
- iii. Instituting work incentives positively affects employees' performance

1.6 Scope of the study

Its scope was given in three levels: geographical, content and time scope.

1.6.1 Geographical

The study took place in Soroti Municipal Council found in Soroti, Soroti District in Eastern Region of Uganda. Soroti is approximately 112 kilometers (70 mi), by road, northwest of the city of Mbale on the highway between Mbale and Lira. It covers a distance of 326 KMs from Kampala via Mbale.

1.6.2 Content

The study was limited to the effect working environment on employee performance in Soroti Municipal Council. The independent variable was working environment measured by Staff support supervision, physical working environment and work incentives. While employee performance was the dependent variable measured by; timeliness, teamwork, initiative and planning skills.

1.6.3 Time

This study covered a period from 2016- 2018. Of late, Soroti MC has gone through transitions that have affected staff performance, which is believed to have been caused by poor working conditions as highlighted in the write-ups retrieved from the suggestion box and during monitoring by the national assessment team from local government ministry.

1.7 Significance of the Study

The study focusing on the relationship between working conditions and employee performance in LGs, taking the case of Soroti MC is worthy of academic study on following grounds.

The findings may help stakeholders, particularly ministry of planners to devise an intervention mechanism aimed at improving the working conditions in LGs. This may enhance the quality of social services at community level.

In addition, the study findings may assist in accelerating the long-term efforts of attaining the post 2015 Agenda of reducing poverty by improving the extension of services to the needy population more effectively and with greater coverage in Uganda.

The findings of this research may be the basis for further research as it may add the existing body of knowledge as pertains to how working conditions predict employee performance in LGs, particularly on suitability and adequacy of motivation packages that are responsive to lifting workers' morale.

The study is to enable the person of the researcher excel in her academics, since it is one of the requirements for the award of a Master's degree in Business Administration of Uganda Martyrs University.

1.8 Justification of the Study

Given the importance of LGs in service delivery to the population, it is imperative for management and political leaders to know of the working conditions in entity's establishments and how they affect employee performance therein. This will help to devise possible remedies to the poor working conditions affecting their performance. Soroti MC has been particularly chosen because of the challenges they are experiencing as a remote rural town.

Local Governments provide vital social services to the poor communities. In addition, they are a key area of employment of graduates from various departmental training institutions, coupled with them gaining on job experience for promotion and better opportunities within the LG fraternity (MoLG, 2015). Public sector personnel are key persons in the extension of social services. Therefore, enhancing the conditions of work may act as a predictor for their improvement in performance and productivity (Witte, 2007). In the last decade, there have been reports of deteriorating workers' performance in LGs in Uganda (MoLG, 2015). Therefore, the results may bring out the reality as pertains to how working conditions have impeded workers from performing well in Uganda. This may provide the basis for alternative strategies on how to improve the working conditions at local government level.

Much as studies have been carried out elsewhere, but there has not been a research study in Soroti MC on the relationship between working conditions and employee performance in LG in Uganda. This is based on the point that working conditions predict employee performance. The working conditions need to be given utmost attention, which policy analysts and planners of the LG system in Uganda have not heeded on strongly, leading to burnout and subsequently turn over.

1.9 Definition of Key terms

Employee performance: - Measurement of performance in terms of efficiency, effectiveness, productivity and timeliness (Beardwell, 2007).

Supervision refers 'to watch over in order to ensure order, overseeing performance, to ensure that tasks are done correctly' (Blau, 2003). This is a key role done by managers and administrators in Soroti MC.

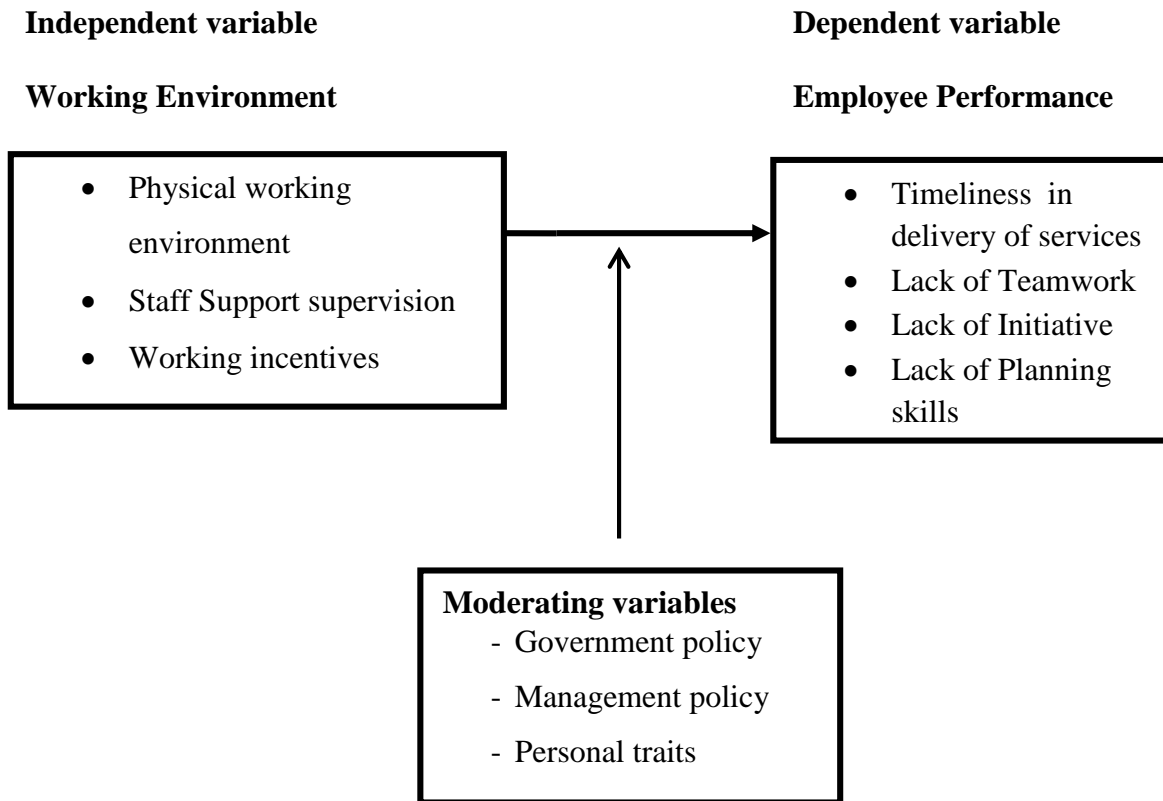
Support means to offer help, motivate, give strength and motivate employees (Beardwell, 2007).

Support supervision: support supervision is conceived within the general framework of system maintenance processes that demand for staff involvement in planning organizational assignments, tasks and duties (Beardwell, 2007). It entails a process by which staff who are interested in increasing their skills get constructive, useful feedback, set goals for professional growth and make plans to enhance their performance for them to meet the defined standards of the organization.

Working environment: this refers to the situation at the work place ranging from working time (in terms of working hours), salary and fringe benefits, general physical appearance of the office and environment inside and outside of the workplace (Noble, 2003).

Work incentives: Incentive are measures, such as salaries, secondary benefits, and intangible rewards, recognition or sanctions that are always used to motivate employees to increase performance. Motivators may be positive and/or negative (UNDP, 2006). Reducing dis-incentives or perverse incentives that favour non-conducive behaviour, can often be more important than inventing new incentives.

1.10 Conceptual Framework



Source:Partly adopted from Turneockabd Handler, (1991) as modified by the researcher

Figure 1.1: Conceptual Framework on working environment and employee performance

With reference to figure 1.1 above, it explains the effect of working environment on the employee performance looking at the independent variable which is was working environment measured by Physical working environment, Staff Support supervision and Working incentives this affects the dependent variable which is employee performance measured by Timeliness of services delivery, Lack of Teamwork, Lack of Initiative and Lack of Planning skills. The independent variable to affect the dependent variable there are some other moderating factors which work alongside it which are Government policy, Management policy and Personal traits.

1.11 Conclusion

This chapter has presented the introduction on the relationship between working environment and employee performance in Soroti Municipal Council. Insights have been made on how working environment predicts employee performance, gaps identified in the problem statement, objectives guiding the study formulated, the justifications presented, the significance to the study and the conceptual framework have all been presented.

CHAPTER TWO:

LITERATURE REVIEW

2.0 Introduction

The chapter gives a critical review of the literature on working conditions and employee performance in LGs. The purpose of this literature review was to critically appreciate the dynamics of the existing literature on working conditions and staff performance for purposes of identifying gaps that appear to boggy down the human resource systems. The literature was reviewed by use of documents such as policy statements, circulars, reports, scholarly publications, seminar papers, text materials, journals, scholarly concept papers and newspaper articles. It was presented from the perspective of the theoretical review, actual review of literature as per the dimensions of staff support supervision, quality of facilities and fringe benefits against staff performance.

2.1 Theoretical Review

The study was guided by two theories as shown below;

2.1.1 Herzberg's Two Factor Theory (1959)

Herzberg's two factor theory of 1959. Herzberg et al (1959), this theory explains that employee's performance is affected by two factors that is the Hygiene factor which entails factors, which are concerned with the working environment, job security, salary, fringe benefits and work conditions do not give positive satisfaction or lead to higher motivation, much as dissatisfaction results from their absence. Workers in responsive conditions of work usually perform exceptionally, regardless of the level of motivation, however, they may even perform more exceptionally if given what they need. Significant emphasis hinges on quality in the work place, with more emphasis on how workers perceive the work environment, (Mabey, et al, 1999) than the second is the nature of work,

and how they influence or predict job certification or. Herzberg and his colleagues were bent on finding out from workers, what made them to feel exceptionally good or exceptionally bad about their jobs. According to Herzberg, employee motivators like; challenging work, recognition, and responsibility give positive satisfaction, and hygiene factors like; status. Significant emphasis is also placed on how working conditions can be enhanced by management, where employee satisfaction leads to improved performance (Lado, et al, 1994). Staff's good performance is enabled through a responsive working environment. Hygiene factors are the premise of this study, which include working conditions, measured by staff support supervision, physical working environment and work incentives.

This theory is relevant to this study in that Better performance among workers is triggered through a responsive working environment constituting a lot more than just adequate equipment and materials. Issues to do with the system are also part of it, namely; information sharing and exchange, enhanced capacity through deployments to reduce on the work load, decision making on matters that touch performance and improving the general physical environment, (Hackman, 1976).

2.1.2 Goal-Setting Theory (1968)

The goal-setting theory was proposed by Edwin Locke in the year 1968. This theory suggested 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 are also given to providing relevant performance incentives, managing processes, providing adequate resources and workplace training (Salaman et al, 2005).It is also advisable that in order to drive the organization to peak performance managers and supervisors must put upfront the human face

of their organization. Principle here is the human-to-human interaction through providing individualized support and encouragement to each and every employee.

Employee performance is a major multidimensional construct aimed to achieve results and has a strong link with planned goals of an organization (Abbas and Yaqoob, 2009). Performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization (Sabir et al. 2012).

Employees 'goals achievement in this theory is by making the working environment attractive, comfortable, satisfactory and responsive to employees so as to give them a sense of pride and purpose in what they do (Taiwo, 2009). 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.

2.2 The conceptual review

2.2.1 Working environment

Kohun (1992), defines working environment as an entirety which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. Working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work.

Brenner (2004) was of the opinion that "the ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge". In addition, he argued that working environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity.

Opperman (2002) defines working environment is a composite of three major sub-environments: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity. Organizational environment includes systems, procedures, practices, values and philosophies. Management has control over organizational environment. Thus, issues of organizational environment influence employee's productivity.

2.2.2 Physical working environment

The physical environment consists of elements that relate to the office occupiers' ability to physically connect with their office environment. According to Haynes (2008), the physical environment with the productivity of its occupants falls into two main categories office layout (open-plan verses cellular offices) and office comfort (matching the office environment to the work processes), and the behavioral environment represents the two main components namely interaction and distraction. It is generally understood that the physical design of offices and the environmental conditions at work places are important factors in organizational performance.

The physical working environment can make an employee to easily settle or fail to settle in an organization, (Cooper and Dewe, 2014). As pertains to conditions of work, workers are more comfortable with conditions that are responsive and convenient to them. Conditions that are short of such, can cause deterioration in performance among workers, because of loss of morale (Baron and Greenberg, 2013). Robbins (2011), states that conditions of work predict performance since

employees are inclined to physical working conditions that are comfortable, which in turn ushers in an improved performance level. Furthermore, Arnold and Feldman (2006), state that issues like lighting, hygiene, noise, room temperature, aeration, and working hours among others encompass working conditions also. Employees have a perception that poor working conditions will deteriorate their performance level, given the physical and mental demands of their jobs. However, Arnold and Feldman (2006), warns that in the event that working conditions are too favorable, employees may take things for granted and renege from focusing on issues to do with improving their performance, an implication that the employees is not appreciative of the good working conditions.

2.2.3 Staff support supervision

According to Beardwell (2007), “staff support supervision refers to the managerial ability to enable, guide and assist colleagues in job-related matters, in line with institutional goals”. It implicitly refers to collegiality and mutual respect, where concern to the employee is enhanced for organizational benefits and sustainability, as well as for private esteem. Accordingly, it enables employees to work towards perceived organizational values.

Staff support supervision was founded by Eisenberger, et al, (1971), to be strongly related to staff perception of support. “Typically, people view their employer's actions, morals, and beliefs to be indicative and representative of the organization's actions, morals, and beliefs” (Wayne, 2008). Organizational support becomes higher when the supervisor is seen to care about staff experience at work and does what he can to show appreciation for the work done. This translates into improved performance on the side of subordinates due to support from the supervisors, who ensure that they execute the work diligently. This is yet to be established in Soroti MC, whose staff performance may be deteriorating due to limited support supervision, which therefore calls for an empirical study.

Support supervision is conceived within the general framework of system maintenance processes that demand for staff involvement in planning for organizational assignments, tasks and duties”, for example to Wey (1965) and Musaaazi (1986). The duo conceives supervisory support as essential elements of personal and professional growth, open communication between supervisors and subordinate staff; instructional programme which is purposeful of increasing learning results; and unity of purpose with high working spirit and friendly environment.

2.2.4 Work incentives

Zigon (1998) defines incentives as "something that increases the frequency of an employee action”. This definition points to an obvious desired outcome of rewards and recognition: to improve performance. Non-monetary recognition can be very motivating, helping to build feelings of confidence and satisfaction (Kelle,1999). Another important goal is increased employee retention. Jimenez (1999) reports on retention research identified consistent employee recognition as a key factor in retaining top-performing workers. To achieve desired goals, incentives should be closely aligned to organizational strategies (Allen & Helms 2002). For example, a company focused on a product differentiation strategy could design their incentives to foster innovation to provide unique products or services, while a company focused on a cost reduction strategy might focus on incentives for ideas to minimize or eliminate costs and employee stock awards to foster an on-going cost reduction emphasis. Zigon (1998) offers a variety of ways to reward desired performance and increase the likelihood of it happening again, and more frequently than it would have, without these types of interventions.

Incentives are considered vital because the performance of employees is crucial to any service system (Kitunga, 2009; Akisolu, 2010; Tao, 2013). A good reward system for employees is one of the key human resource management tools that have improved performance of workers in the public sector.

In respect to the above, the notion of giving incentives to employees for "a job well done" has existed since the 19th century when piece-work systems were first implemented (Schiller, 1996, 89). Piece-work systems simply involve plans which directly associate the employee's level of pay to their output levels. From these piece-work systems evolved the traditional merit program. The traditional merit program is based on performance appraisals which employers evaluate to determine whether or not the employee is deserving of an increase in pay. This type of merit program is still being seen within both the public and private sectors organizations.

2.2.5 Employee performance

Sinha (2001) stated that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance. Many employees are assessed on an annual or quarterly basis in order to help identify gaps in their performance. The public sector might provide services that non-payers cannot be excluded from (such as; treatment of the sick), services which benefit all of society rather than just the individual who uses the service. Hence services that encourage equal opportunity, planning, organization, and delivery of health services in public sector must reflect an added sense of urgency.

Stup (2003) also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. Furthermore, a reward system should be implemented based on the performance of the employees. This is to motivate the employees in order to perform more on their task. There are several factors that being described by Stup (2003) towards the success of the employees' performance. The factors are such as physical work environment, equipment,

meaningful work, performance expectation, and feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes.

Timeliness: This study has concentrated on time management as an indicator of efficiency which is a measure of employee performance. Time management method determines employee productivity by recording how the employee uses their work time. Accurate measurement will reveal how much time is spent on accomplishing work duties in a timely way, as well as how much time is lost to illness or excessive time off, non-work-related conversations, and distractions such as texting and social media (Bartelsman & Doms, 2000).

Teamwork: Uganda Service Standing Orders (2010) sections A-e explains teamwork as works cooperatively and collaboratively; builds strong teams, shares information and develops processes to improve the efficiency of the team.

Initiative: According to Uganda Service Standing Orders (2010) sections A-e initiative shows persistence by addressing current problems; acts proactively, plans for the future and implements comprehensive plans. It opens to new ideas; curious about and actively explores new possibilities, identifies how to create more value for customers, takes action on innovative ideas and champions innovation.

Planning, organization and coordinating: According to Uganda Service Standing Orders (2010) sections A-e defines planning, organization and coordinating as prioritizes own work, develops and implements plans; rationally allocates resources, builds group capacity for effective planning and executing work. Has ability to meet deadlines

2.3 Actual Review of Literature

The literature is reviewed on the basis of study objectives which are working conditions and employee performance.

2.3.1 Physical working environment and employee performance

Physical working environment can result into a person to fit or misfit to the environment of the workplace (Cooper & Dewe, 2014). In terms of working conditions, the worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 2013). Robbins (2011) advocates that working conditions will influence performance, as employees are concerned with a comfortable physical working environment. In turn this will render a more positive level of performance. Arnold and Feldman (2006) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding. However, Arnold and Feldman (2006) warned that if working conditions are too favorable or the extreme, this could be taken for granted or ignored by most employees. In such a case the employee does not really appreciate his good working conditions, or if it is the contrary, this may not bother or affect one. The study therefore is to find out whether the same situation exists in Soroti Municipal Council.

According to Dialo, (2010), the physical conditions of work encompass, equipment being in place, protective gear, and other key requirements to enable an employee accomplish a task. The physical elements at the work place constitute; organization, attractiveness, neatness and convenience (Deidra, et al, 2014). This is further strengthened by Dieleman, et al, (2009), who states that, distracting and unpleasant working conditions are not part of a physical environment, particularly, poor lighting system, unpleasant odour, slipperiness, coldness, noise among others. A conducive working environment is a catalyst for better performance. Emmanuel, (2012), agrees that unresponsive physical conditions are responsible for workplace stress among employees, in that,

if working conditions are conducive, such as attractive surroundings and clean office premises, employees will be encouraged to work. Contrarily, if the surroundings are not conducive, then the reverse occurs, hence deterioration in performance. However, these scholars did not look at the other reasons under physical working environment like the risk involved when dealing with technology which is the in thing today in the operations of government systems. This situation in Soroti Municipal Council may either be the same or different, which is the basis for undertaking the study.

The way the office is laid designed attest that certain features have got meanings and connote images synonymous with the organization, show also the values and the culture of the organization (Challenger, 2010). In effect, employees may make the features and values which endear them to the organization and enhance their performance. The way the seating arrangement is therein enables interactions concerning work process and coordination hinged on producing results. This enables interaction thereby ushering in social interactions tailored to improving performance, (Doman, 2008). This also helps explain how style of furnishings and other physical symbols may come to serve a symbolic function. However, given the different perspectives on style, it is challenging to come up with an appealing arrangement, as it may appear costly given the limited resource envelope in government aided organizations hence the basis for carrying out the study on the effect of physical working environment on employee performance in Soroti Municipal Council.

According to Temessek, (2009) the above features assist on the functional and aesthetic side, the décor, and design of the workplace environment that ultimately helps improve the employees experience and necessitate better performance. He emphasizes that service organizations “must insist on the utility and the role of environmental information, facilitating employees’ engagement with better space management, and the automation of certain tasks”. Similarly, if the tasks to be performed are very complex, efficiency of layout and functionality will be more important than

when the tasks are mundane or simple. However, in most cases management bends too much on performance regardless of the physical appearance of the workstation, which affects performance in organizations like Soroti MC. This therefore is the basis for the study.

In addition, there must be adequate resources in terms of space, equipment and staff for any organization to function effectively. This is supported by Fekadu, et al, (2011), who asserts that the equipment must be adequate and appropriate for specific jobs and must be fitted for individual workers. Employees must be given clear instructions on how to use the equipment. There must also be sufficient allocation of resources for the maintenance of the appliances and equipment, many hospitals in marginal financial conditions defer maintenance of equipment. Ultimately, the employees should be in the position to perceive that the resources at their disposal are adequate to meet their work demands. Hanan, (2009), explains that the availability of adequate equipment and appliances facilitate productivity. Failure to provide equipment, appliances and adequate protective clothing make it difficult for employees to carry out their jobs in an easy non-obstructive way. Employers have the responsibility to provide employees with optimal conditions to carry out tasks for which they have been trained. However, the equipment may be available but employees lack the necessary training to gain knowledge on how to operate the system or the machines, or incidences of power outages which eats up on performance in organizations like Soroti Municipal Council, hence the need to carry out the study.

All organizations have the responsibility to provide a safe and healthy workplace for their employees and a safe environment for the clients. Leshabari, et al, (2008), argues that in office or workplace fires are often caused by electrical malfunctioning, because at agency's wide variety of electrical equipment is used in a potentially hazardous environment which includes wet or damp locations or adjacent to flammables or combustible materials. Failure to meet standards for electrical equipment increases the risk of accidents. Leshabari, et al, (2008), further argues that

often organizational management realizes the danger they may pose to staff and put some effort into electrical safety promotion in staff office space. Non-office areas are often neglected, and employee owned appliances remain unsafe. It is important to provide regular inspection of all employee areas by an electrical engineer to discover and correct hazardous conditions such as ungrounded or poorly maintained appliances and equipment. In order to maintain productivity, employers should provide a safe and healthy workplace with occupational health services for its employees. However, the safety and audit system may be weak, which emanates from lack of implementing occupational health and safety guidelines in organizations like Soroti MC, this forms the basis for the study.

Office layout and design impressions suggest that certain dimensions serve a symbolic function by connoting meanings and images about organizations and further how their employees are to be engaged (Challenger, 2010). Based on these affordances, it is suggested that employees will tend to identify more with these features which enhance performance. Informal seating arrangements, such as chairs placed at a right angle facilitate social interaction, whereas formal seating arrangements, such as chairs placed back-to-back discourage social interaction (Doman, 2008). This also helps explain how style of furnishings and other physical symbols may come to serve a symbolic function. However, the organizational seating arrangement may not be compatible with the way the majority of employees would like to sit, especially where close interactions are limited, as is the norm in local governments where people personalize offices. This therefore is the basis for the study.

In a survey carried out by Brill, (2010), suggested that enhancements on the physical design of an office block can increase productivity levels by 5-10%, which then translates into performance. For example, Barry, et al, (2008), states that conditions of work are associated with job involvement and job satisfaction. Similarly, a study by Bianchi and Montemaggiore, (2017),

observed that the physical, organizational and social nature act as precursors for rolling tasks and activities, which in turn translates into performance, as a result of the work performed. Studies of work life quality have been able to establish the significance of healthy and safe working conditions in enabling worker's performance. However, there may not be initiatives to train employees on their safety and also funds may be limited to acquire equipment like fire extinguishers hence limited productivity among employees in Soroti MC.

2.3.2 Staff Support Supervision and Employee Performance

Staff support supervision was founded by Eisenberger, et al, (1971), to be strongly related to staff perception of support. "Typically, people view their employer's actions, morals, and beliefs to be indicative and representative of the organization's actions, morals, and beliefs" (Wayne, 2008). Organizational support becomes higher when the supervisor is seen to care about staff experience at work and does what he can to show appreciation for the work done. This translates into improved performance on the side of subordinates due to support from the supervisors, who ensure that they execute the work diligently. This is yet to be established in Soroti Municipal Council, whose staff performance may be deteriorating due to limited support supervision, which therefore calls for an empirical study.

A supervisor is also known as a person with an experience leader, a person who can solve problem and also the role model at the first level of organizational management (Nijman, 2014). Therefore, as experienced leaders, supervisors have always been involved in conducting employee training programmes (Harris et. al., 2010). The training programmes conducted are such as establishing the objectives, selecting the trainer, developing a lesson plans, selecting the program method and techniques to be used, preparing the materials, scheduling the programme and also conduct a training needs analysis (Elangovan & Karakowsky 2009). Rabey, (2007) stated that, a supervisor could be a trainer to the employees, as the trainer will assist the employees in getting their job done

by guiding employees on the operational process especially when it comes to a new operational procedure. A supervisor's support could enhance employees' performance but there are cases that the supervisor fails to support his/her employees, in the event that the supervisor wants to infuse a different work method in the subordinate. As such, a rift is created leading to deterioration in performance.

Supervisors also act as advocates of subordinates needs, through the recommendations they make about specific areas of concern which can be addressed to improve employees' performance. They also apportion resources to employees basing on the tasks given to them, which in most cases happen to be within the budget line. At the work station, the supervisor's cardinal role is vital for positive interpersonal relations among employees, which in turn enhances performance, (Blau, 2004). In order to enhance employee performance, there should be smooth communications between the supervisor and his/her subordinates, which in turn ushers in commitment among employees, hence improved performance, (Wayne, 2008). However, this can only exist in black and white but the implementation is never done. This is yet to be established in Soroti Municipal Council, whose staff performance may be deteriorating due to limited support supervision, which therefore calls for an empirical study.

In addition, Kovbasyuk, et al, (2013), states that, "organizations with constructive systems encourage workers to work to their full potential, resulting in high levels of motivation, satisfaction, teamwork, service quality, and growth". Constructive norms seen in environments where quality is valued over quantity, creativity is valued over conformity, co-operation is seen to bring results than competition, and effectiveness believed to be a system level rather than the component level (Kovbasyuk & Blessinger, 2013). These types of systems are consistent with the objectives behind empowerment, total quality management, continuous improvement, re-engineering, and learning organizations. In the case of Soroti MC, this constitutes staff being

committed to their work, attend to their tasks and also ensure that the municipal resources are used in a better manner.

Kreisman (2002), in a survey asked employees how important being supported by their seniors is to them and discovered that staff valued support supervision's true importance in actual decisions. In other words, people are likely to under-report than to over-report the relevance of support supervision as a motivational factor in most situations. The study suggested that staff support supervision is more important in an individual's actual choices and behaviors than it is in their reports of what motivates them. However, what the study failed to report was if individual choices and behaviors motivated by being supported by their supervisors translated into competence, as envisaged in performance. This therefore needs to be established in Soroti MC through the study.

Support supervision creates empowerment which enables creating appropriate vision in the agency, partnering staff performance, self-monitoring of the staff activities, improves the team responsibility and creates cross functional structures (Kovbasyuk, et al, 2013). Team leaders turn into coaches and mentors and they can judge quality and deadlines. The team becomes responsible in achieving stated objectives. According to Robbins, (2005), many public health facilities in developing Latin American countries are empowering staff through support supervision with capacity building programmes, by taking them to United States for further advanced education and afterwards, they use the knowledge gained to perform specialized surgeries in their health units at home. The ministry of public service in Uganda organizes fully funded staff trainings sometimes in an effort to roll out new operating systems but lacks follow up on whether the staff are able to use the systems on their own. This has caused delays in carrying out activities for instance management of salary, pension and gratuity for staff leading to poor service delivery hence affecting employee performance. Soroti Municipal Council could be one of the government

institutions facing the same problem hence making it hard for council staff to enhance their knowledge through training, which therefore calls for a comprehensive study on the phenomenon.

In a study done in Agalapa- India by Chandrasekar, (2011), findings revealed that the environment at the work place is vital as far as motivating workers is concerned. Because money is not the sole motivator in the present competitive business environment, managers have a task of accommodating people of diverse backgrounds whose motivation elements differ. His study envisaged that, managers are faced with the dilemma of identifying each of the employees' performance triggers in order to address them so that the organization's performance can be positive. For such a manager, skills required rotate around work place etiquette, interpersonal relations and industrial psychology and not forgetting to always provide feedback on performance level (Chandrasekar, 2011). This was in conformity with Latham, who said that regular feedback to employees on performance level is vital for enabling effectiveness and efficiency among employees in their work pursuits (Leshabari, et al, 2008). However, this may not be the case in Soroti MC which the study is meant to find out through an empirical study.

An attractive and supportive work environment can be described as an environment that attracts individuals into the professions, encourages them to remain in the organization workforce and enables them to perform effectively (Charles, et al, 2009). The purpose of providing attractive work environments is to create incentives for entering the public service (recruitment) and for remaining in the workforce (retention) (Davis-Blake, et al, 2013). In addition, supportive work environments provide conditions that enable workers to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality social services. This is the interface of the work environment and quality of care. This therefore needs to be established in Soroti Municipal Council.

2.3.3 Work incentives and Employee performance

Incentives meant, to enhance workers' performance are normally thought to be only salary and promotion (Daft, 2010). As such, employees are treated fairly in a work environment that supports motivation, regardless of the position held by the worker in the organization. It is vital for managers to allow employees to be integral part of the key areas that trigger performance in the organization. Indeed, the key to motivating workers is engendering loyalty, which in turn translates into impressive performance. In that respect, organizations can factor things that motivate their employees and come up with a structural system for rewarding best performers and enhancing productivity. However, factoring motivation is hard given that what motivates a person may differ from what motivates the others and some are not motivated by money, which may also be a problem to the management of Soroti MC.

Clearly, ignoring fringe benefits and earnings functions affects an individual's productivity and personal characteristics. Researchers asserted that employers have got different ways of factoring fringe benefits and is dependent on the type of industry, (Srivastava, 2008). Since the company knows better what motivates its' employees, it sets up systems that are both formal and informal structures to trigger performance among the workers. Research studies in some African countries have indicated that, in the health sector, the overall performance of public sector workers does not just emanate from the working environment but also due to absence of tools and amenities like appraisal system that can be used to benchmark performance (Nowier, 2017). However, the above researchers, have not catered for the existence of the appraisal tools that have been introduced by the ministry of public service in Uganda and how the outcome is being implemented. For instance, recommendations on promotion on attainment of higher qualification at times cannot be done due limited resources and also vacant positions under their established structures.

Stephen, et al, (2013), is of the view that the reason why people vary in their employment circles is because each worker is endowed with potentials and skills which he/she wants to offer in form of employment. They want to work so that they can fulfill their personal ambitions. This implies that working enables a person to get rewarded, both economically and socially, which increases his/her self-esteem. It must be considered that pay differs from one organization to another and from industry to industry, which is normally, influenced by organizational procedure or if it is a public organization, the government regulations.

According to Armstrong, et al, (2004), a reward system encompasses a constellation of related processes and tasks which help to ensure that management of rewards is effectively handled for the benefit of the company and the workers therein. The strategy for rewards indicates what the company's intentions are in trying to develop and implement policies and procedures hinged on achieving company goals. Armstrong further states that a reward constitutes both financial and non-financial rewards extended to employees, with remuneration being the defining factor since it tells whether there is contentment or not. However, the remuneration may not be commensurate to the cost of living, as such, an employee is forced to look for alternative sources of income like part time employments, which detrimentally affects performance.

Wayne (1998), states that pay as a reward has a significant effect on the workers performance. Similarly, Bratton (2003), agree with Wayne when he states that one of the most powerful tools for motivating workers is pay. Armstrong (1996), also asserts that, pay is one of the physiological needs as per Maslow's hierarchy of needs, which managers must know that it is the means to an end (performance), in which he states that pay is an obvious reward aspect. Kiseesi (1998), in her study concerning workers' job satisfaction recommends that there should be prompt payment of salary to workers and that there should be opportunities of promotion accompanied with a corresponding pay increase to match the new role. However, not all employees are induced to

perform by being paid promptly, and sometimes promotional opportunities may be available, but the staff in-post may be lacking the extra qualifications required. This is also the basis for undertaking the study.

Regardless of the mechanism followed, working conditions, work and pay are precursors for improvement in performance of workers, (Amir and Shamim, 2010). Initiatives like comforting and conducive working conditions, enhancement opportunities of growth and periodic stipends which are both monetary and non-monetary. The general physical environment can be enhanced to make work more interesting (Awases, 2006). Higher level responsibilities can be added as per job enrichment which in turn can be cemented by a better pay to consolidate the performance level.

2.4 Summary of Literature Review and the research gap

Working conditions and employee performance have been researched more in developed world. This study will seek to fill the existing research gap by conducting a study on the effect of working environment and employee performance. The research will seek to find out the extent to which support supervision, physical working environment and work incentives predict employee performance.

Numerous researches have also pointed out that materials like Job aids and office layout predict worker's performance. Moreover, the availability of materials and the infrastructure in place. However, as envisaged in other studies reviewed, incidences of lack of materials, dilapidated infrastructure, and lack of job aids, coupled with poor office layout have all compounded to impede workers' performance.

Finally, elements of incentives like fringe benefits, pay and compensations have a compounding effect on employee outputs, (Sara et al, 2004). However, incidences of employees not being paid

well and on time, lack of team work and too much workload have all compounded to impede workers' performance. All these will be ascertained in the empirical study being carried out.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The chapter highlights the plan of action and focuses mainly on how the study was conducted. The chapter presents research design, the target population, the sample size and how it was determined, sampling techniques and procedures to be used, data collection methods, data collection instruments, testing the validity and reliability of instruments used, procedure of data collection, techniques used in data analysis and measurements of variables. The study used a case study design to examine the effect of physical working environment and employee performance in Soroti MC.

3.1 Research Design

This study adopted a descriptive survey design so as have a detailed study of fundamental themes. A descriptive study provides responses to questions of where, who, what, when, and how related to a certain problem though it does not decisively ascertain answers to why. According to Kothari (2004), descriptive survey is rich in details and variation thus making it easy for researchers to fully understand how and where intervention may have worked collectively with correlated general effects. With this research design, a researcher's own learning process is added through shaping the skills required to do a good research. This research design is usually the simple and less costly alternative. The study also applied quantitative and qualitative approaches. In quantitative approaches, data collection and analysis necessitates a clear understanding of the association among variables using either descriptive or inferential statistics, while qualitative approaches necessitated rich narratives.

3.2 Study area

The study was carried out in Soroti Municipal Council which is found in Soroti District, Eastern Uganda. The study examined the relationship between working environment and employees' performance in Soroti Municipal Council. As a public agency, worker's performance is very important, being an urban council, she heavily depends on revenue to offer statutory services.

3.3 Study population

According to Enon (1998), "population of the study refers to the people that a researcher has in mind from whom he/she can obtain information". Further, Sekaran (2003) clarifies that "population is a group of people, events, or things of interest that the researcher wishes to investigate". In other words, it is the study population a researcher intends to cover In view of the above, the study was conducted at Soroti MC, "with 205 people as the study population" that included 5 members of Top Management which includes Town Clerk – 1, Deputy Town Clerk 1, Assistant Town Clerk 3, 12 members of Senior Management / Heads of Departments, includes; education-1, finance-1, planning-1, engineering-1, internal audit-1, statutory bodies/clerk to council-1, community based services-1, environment-1, administration-1, and commercial office 1. In addition, other established staff members 120 and contract staff 68 (Soroti MC staff manual, 2016).

Table 3.3 showing study population

Category	Population
Top Management (Town Clerk , Deputy Town Clerk , Assistant Town Clerk)	5
Senior Management/ Heads of departments (education, finance, planning- , engineering, internal audit, statutory bodies/clerk to council, community based services, environment, administration, and commercial office	12
Other established staff	120
Contract staff	68
Total	205

3.4 Sampling procedures

3.4.1 Determination of the Sample Size

The sample size for employees was calculated using the formula as shown below: (Yamane, 1967)

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

Where; n = sample size, N = the population, e = the level of precision of 0.05 used, A 95% (1.96) confidence level was assumed in the equation.

$$n = \frac{205}{1 + 205(0.05)^2} = 136 \text{ respondents.}$$

Table 1 3.1: Study populations and sample

S/N	Category	Population	Sample size	Sampling techniques
1	Top Management	5	5	census
2	Senior Management	12	11	Purposive sampling
3	Other establish staff	120	92	Simple random sampling
4	contract staff	68	28	Simple Random sampling
	Total	205	136	

Source: Soroti Municipal Council Staff manual (2017)

3.4.2 Sampling Techniques

According to Enon, (1995), a sampling technique refers to the strategies used by the researcher to select the representative number of respondents from the study population. Both Probability and non-probability sampling techniques were used in determining the sample from the study population, as explained below;

Census

Census sampling also a form of matrix sampling, although cost considerations make this impossible for large populations, a census is attractive for small populations (e.g. 200 or less). A census eliminates sampling error and provides data on all the individuals in the population. (Glenn 1992). This technique focuses on units investigated that are based on the judgment of the researcher. Census sampling was used to select the top Management since they are few and have relevant knowledge and information which is needed for the study (Sherri, 2009).

Purposive Sampling

This study used purposive sampling technique. “Purposive sampling is a non-probability sampling which is selected basing on dimensions of a population and the objectives of the study” (Amin, 2005). This type of sampling was relevant in cases where one needs to reach a targeted sample quickly, and where sampling for proportionality was not a major concern. In this type of sampling, the researcher used her own judgment regarding the participants from whom information was

obtained. This was involved in selecting senior management team because they possess certain attributes and with exclusive understanding of the phenomena and are limited in number. This uniqueness made their selection to be pre-determined, where the unique characteristics are professionalism and experience. The method was used on all staff as indicated in table 3.1 above.

Simple Random Sampling

Simple random sampling is where the researcher selects respondents without the influence of his or her interests. The other established staff members and contract staff were got by a calculated probability. Simple random sampling technique was used for the selection of individual officers and support staff. This sampling method was preferred for its reliability, generalizability and representativeness of the population (Sarantankos, 1997). Gay (2002) also identifies random sampling as the best form of sampling as it allows all members of population to have an equal and unbiased chance of appearing in the sample.

3.5 Data sources

The data sources were both primary and secondary sources. Secondary data sources constituted documents within the organization like standing orders, performance enhancement documents, annual reports on worker's performance, incentives, minutes of meetings among others documents. A documentary review analysis was carried out using a documentary review guide. On the other hand, the primary sources constituted respondents who filled self-administered questionnaires and also through interviews.

3.6 Data Collection Methods

This study employed semi-structured interviews; distribute self-administered questionnaires, documentary analysis and observation as the methods of data collection. The choice of questionnaires and semi-structured interviews as methods of data collection was justified on the grounds that the study being descriptive in nature required an intensive interaction with informants

in order to gain better insight into the research issues and a collection of data within a short period of time and detailed and in-depth information supplemented with interviews. The adoption of observation was for getting acquainted with the physical situation of the place. Furthermore, the adoption of documentary analysis as a method of data collection was justified on the grounds that the research problem had a time dimension (2016-2018) and this meant the reviewing of some documents related to the issues under study to enrich the literature review and supplement the information obtained through interviews.

3.7 Data Collection Instruments

Self-administered questionnaire, Interview schedules and a documentary review guide were used as data collection instruments. The choice of the questionnaire and interview schedules as a data collection instruments were dictated by the cross-sectional nature of the research and the fact that open ended questions are a characteristic of interview schedules allow for probing deeply in issues of interest that are raised and also issues not previously thought of when planning the study. This provided valuable insights into the research problem.

3.7.1 Documentary review guide

The researcher used a documentary review guide to carry out review of documents, where data was collected from records of Soroti Municipal Council. Data from January 2016 to December, 2019 was scrutinized, which was the basis for analysis. The researcher also employed a documentary review guide because of its relevance to the study, which needed factual information on the study.

3.7.2 Questionnaires

Oso & Onen, (2008) “questionnaires are a data collection technique in which the respondents respond to the number of items in writing”. A Likert scale continuum questionnaire were used containing connotations of; 1) agree, 2) strongly agree, 3) not sure, 4) disagree and 5) strongly

disagree. Data was collected using self-administered questionnaires covering all the aspects of the study variables and accompanied with thematic areas of the study, was used to collect data from different categories of staff. This enabled the respondents to express freely their opinion about the variables under study (Appendix II).

3.7.3 Interview Guide

Face to -face interviews was used to gather primary data from the management. Through such interviews, respondents were asked questions and their responses recorded as given. Respondents were asked to provide demographic information data and on the phenomena. Close interaction enabled the researcher to probe more thereby enabling her to get data not otherwise known but of great significance to the study (Appendix III).

3.7.4 Observation checklist

An observation checklist was used to gather primary data on the facilities, equipment, the general appearance of the offices and staff accommodation facilities. The aim was to ascertain their state and also availability of equipment and materials. The checklist was in table form, where the person observing ticked in respect of the statement given.

3.8 Quality control

Quality of instruments refers to the validity and reliability of the instruments to be used in the study. This section, therefore, explains how these were ensured to enable the researcher use acceptable and viable questionnaire and interview guide.

3.8.1 Validity of Instruments

The researcher determined the content validity index (CVI) of the SAQ, using two inter-raters (judges) to optimize correctness of the items in the questionnaire. The mathematical model that was employed at this level was as follows:

$$CVI = \{[IR_1 + IR_2 + IR_3] \div 3\} \div \text{No. of items in the instrument}$$

Where,

CVI refers to Content Validity Index

IR₁ means Inter Rater (Judge) one

IR₂ means Inter Rater (Judge) two

IR₃ means Inter Rater (Judge) three

(Amin, 2005) and it was deemed fit for data collection. In this approach, a panel of 3 (three) experts grounded in working environment and employee performance were used to establish the validity. The researcher used Sekarani (2003), who recommends that for an instrument to be valid, its content validity index has to be 0.7 and above.

Using formula

Content Validity Index – CVI (α) was calculated from questions that were validated by 3 experts.

Table 2 3.2: Validity results

Expert	Items declared Valid	Total number of questions	Index
Expert 1	33	40	0.83
Expert 2	32	40	0.80
Expert 3	34	40	0.85
Expert 4	33	40	0.83
Average Total			(3.31/4) = 0.83

Source: Field data (2019)

Therefore, the results generated a CVI value of 0.83 which was above 0.6 which according to Amin (2005) is the lowest acceptable index value for a valid data collection tool, will then be declared valid. The instruments for this study were declared valid since they were found to behaving CVI results above 0.6.

3.8.2 Reliability of the Instruments

Reliability refers to a measure of degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda, 1999). To enhance the reliability of the instrument, a pilot study was conducted at Kumi Municipal Council to enable ratification of reliability of the instruments. The aim of pre-testing was to gauge the clarity and relevance of the instrument items so that those items found to be inadequate for measuring variables were either discarded or modified to improve the quality of the research instruments. This was to ensure that the instruments capture all the required data. The Cronbach's alpha correlation formula was used to compute the coefficient, which is an indicator of the level of reliability (Dornyei, 2003). The interpretation was done by using George and Mallery Statistical Package for Social Sciences (SPSS). According to Oso & Onen (2009) a reliability coefficient of 0.70 or higher is considered 'acceptable' in most social science research situations.

Table 3 Table 3.3: Showing Reliability of questions

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
Physical Working Environment	.811	8
Support Supervision	.891	8
Work Incentives	.837	8
Employee Performance	.838	12
Average	(3.377/4) = 0.844	

Source: Field Data, (2019)

3.9 Procedure of Data Collection

Subsequent to the proposal approval, the researcher obtained a letter of introduction from Uganda Martyrs University authority to enable her get permission and rights from respective offices to carry out intended investigations during and after the pilot study. She used two research assistants; a typist and a statistician to enable a viable research report production. After data collection, the researcher and the assistants cleaned the data while entering it into SPSS programming for ample

computations. Thereafter, the findings were compiled with appropriate discussion and recommendations.

3.10 Measurements of Variables

Working conditions and employee performance are the independent variable (IV) and dependent variable (DV) of the study, respectively. The researcher evaluated the respondents' opinions on these variables using the Five - Point Likert-scale, constituting 1) strongly disagree: 2) disagree: 3) not sure: 4) agree and 5) strongly agree. This was adequate for the quantitative items in the instrument. Mugenda, (1999), & Amin, (2005), "a Likert scale is able to measure perceptions, attitudes, values and behaviour of individuals towards a given phenomenon". It is a frequently used scale in the study of the social attitudes. The selection of this measurement scale was that at each point on the scale there is a numerical score to measure respondents' attitude. However, for qualitative items such as in open ended items, attributes accompanied with corresponding percentages sufficed.

3.11 Data Analysis

The study being both qualitative and quantitative, the researcher used both qualitative and quantitative data analysis techniques.

3.11.1 Quantitative Data Analysis

Quantitative data collected was scrutinized, cleaned, coded and entered into a Microsoft office excel computer program and analyzed using the statistical package for social scientists (SPSS) between the variables. Frequencies and percentages were used in describing responses to question items on working environment and employee performance. Pearson's correlation coefficient (r) was used to examine the relationship between independent and dependent variables. In addition regression analysis was used to determine the coefficient of determination (r^2) which showed how a change in independent variable affects the change in dependent variable.

3.11.2 Qualitative Data Analysis

Qualitative data collected was transcribed, edited, organized and analyzed basing on Creswell, (2005), recommended steps: “data was categorized in themes, information not having direct or indirect bearing on the theme, was removed”. Themes were classified into main categories and further clustered into subcategories with their meaning transformed into a language of science. Categories and subcategories formed the opinion on the description of the phenomena.

3.12 Ethical Considerations

For data collection procedures to be fruitful, the researcher secured an introductory letter from UMU, which was presented to the Management of Soroti MC to allow the researcher to carry out the study in the institution.

Instruments were prepared and before distribution, the researcher sought permission to administer them. Once permission was granted, all the earmarked categories of staff were approached as a group or as individuals and explanations given to them concerning the questionnaires and interviews.

The researcher collected filled questionnaires for further analysis, but before, permission was sought from the participants on whether they agree to be recorded or take notes, get a break for the interview and how long it may last.

The identity of different individuals who provided data and information used in this study remained confidential through use of codes instead of their identities. This ensured commitment of the respondents and a way of obtaining reliable data.

Voluntary assistance was welcome, however refusal to provide information was respected, and authorities at institution were requested to help and accord all the necessary assistance. Authors of any literature used were acknowledged in the references section and in text referencing.

3.13 Conclusion

Methodology is a plan for undertaking a research activity. The researcher followed the above plan in order to examine the effect of working environment on employee performance in Local Governments in Uganda.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents empirical findings, analysis and interpretation of findings on the effect of Working Environment and Employee Performance in Soroti MC. The key questions earlier asked in chapter one are also answered in this chapter. The findings are presented and analyzed with the help of both quantitative and qualitative data analysis tools. After presentation, analysis of findings was done simultaneously with interpretation as well as the possible implications. The analysis and discussion of the findings is in accordance with the research objectives earlier mentioned in Chapter one.

4.1 Response Rate

The researcher set out to find the response rate of the respondents and the results are indicated in the table below.

Table 4.1: Showing the response rate

	Questionnaires administered	Questionnaires filled and returned	Percentage
Respondents	136	116	85.3%

Source: Field Data, (2019)

The table 4.1 revealed that out of 136 (one hundred thirty-six) questionnaires that were issued, 116 (one hundred sixteen) questionnaires were returned fully filled, forming a response rate of 85.3%. This was regarded adequate in line with literature by Mugenda and Mugenda (1999) which recommends 70% as a good response rate when quantitative data is collected.

4.2 Socio-Demographic Characteristics

This comprised of designation, gender, age range, education level and position/ responsibility.

4.2.1 Age of the respondents

The analysis of age distribution of respondents was carried out around four (4) age groups. The data was collected, analyzed and presented in table 4.2 below;

Table 5 4.2; Age of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
20 years and below	12	10.3	10.3	10.3
21-30 years	47	40.5	40.5	50.9
Valid 31-40 years	37	31.9	31.9	82.8
41 and above	20	17.2	17.2	100.0
Total	116	100.0	100.0	

Source: Field Data, (2019)

According to results from table 4.2 above, the majority of respondents 47(40.5%) were in the age range 21-30 years, followed with those in the age range 31-40 years, who were 37(31.9%), then those in the age range 41 years and above, who were 20(17.2%), and the least were those in the age range 20 years and below, who were 12(10.3%). This indicates that majority of the employees in Soroti Municipal Council are in the youthful and energetic age that can be utilized to produce the desired performance.

4.2.2 Sex of the respondents

The analysis of age distribution of respondents was carried out in terms of male and female. The data was collected, analyzed and presented in table 4.3 below;

Table 6 4.3: Sex of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	56	48.3	48.3	48.3
Valid Female	60	51.7	51.7	100.0
Total	116	100.0	100.0	

Source: Field Data, (2019)

The frequency distribution of respondents by sex is illustrated in figure 4.4 above, where, out of the total number of 116 respondents, the numbers of female respondents was the highest (60/116), standing at 51.7%, while that of male respondents was 56 standing at 48.3%. This means that the number of female respondents were more than the male respondents. This implies that the reported working environment may not be favoring women, in turn leading to deterioration in performance as per the findings.

4.2.3 Highest Level of Education

The analysis of age distribution of respondents was carried out in form of O'Level, A'Level, Diploma, Bachelor's Degree, and Master's Degree. The data was collected analyzed and presented in table 4.4 below;

Table 7 4.4: Highest level of education 1

	Frequency	Percent	Valid Percent	Cumulative Percent
"O" levels	1	.9	.9	.9
A level	8	6.9	6.9	7.8
Valid Diploma level	47	40.5	40.5	48.3
Bachelors' Degree level	53	45.7	45.7	94.0
Master's Degree	7	6.0	6.0	100.0
Total	116	100.0	100.0	

Source: Field Data, (2019)

The analysis of the educational levels of the respondents was done at five (5) levels. According to the table 4.4 above, respondents were of different levels of education, however, bachelors' degree holders were the majority 53(45.7%). This was followed with those of diploma level 47(40.5%), then those with A level 8(6.9%), then those with master's degree 7(6%) and the least were O level leavers 1(0.9%). This shows that Soroti Municipal Council employs mostly professional staff, with a few semi-professional ones. As evidenced, the highly qualified staff are a blessing, in that they come up with ideas hinging on how to enhance staff performance with significant emphasis on physical environment, support supervision and work incentives.

4.2.4 Working period with council

The analysis of age distribution of respondents was carried out around four (4) categories. The data was collected, analyzed and presented in table 4.5 below;

Table 8 4.5: Period working with the council

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than one year	26	22.4	22.4	22.4
2-7 years	61	52.6	52.6	75.0
Valid 8-13 years	22	19.0	19.0	94.0
more than 14 years	7	6.0	6.0	100.0
Total	116	100.0	100.0	

Source: Field Data, (2019)

According to the statistics in table 4.5 above, majority of the respondents 61(52.6%) had spent 2-7 years with Soroti MC. This was followed with 26(22.4%) who had spent less than 1 year, then 22(19%) who had spent between 8-13 years and the least 7(6%) had spent more than 14 years. This shows that a majority of employees in Soroti Municipal Council have stayed for a reasonable period to understand their work demands and roles, hence work towards achieving them.

4.3 Working Environment and Employee Performance in Soroti MC

The study was set up to examine the effect of working environment and employee performance in the public sector, a case of Soroti Municipal Council. Data was collected from 116 respondents and the findings were analyzed and presented according to the objectives of the study as shown below;

4.3.1 Effect of Physical Working Environment on Employee performance

The first objective of the study was to determine the effect of physical working environment on employee performance in Soroti Municipal Council. Table 4.6 represents respondent's opinions on physical working environment and how it affects employee performance.

Table 9 4.6: Descriptive statistics on Physical working environment in Soroti municipal council

	Statements	SD f(%)	D f(%)	NS f(%)	A f(%)	SA f(%)	m	Sdv
1	My work environment produces some elements of risks	6 (5.2)	10 (8.6)	13 (11.2)	63 (54.3)	24 (20.7)	3.77	1.041
2	The infrastructure is good and conducive	5 (4.3)	4 (3.4)	10 (8.6)	70 (60.3)	27 (23.3)	3.95	.922
3	The office layout motivates me to perform		7 (6.0)	28 (24.1)	65 (56.0)	16 (13.8)	3.78	.759
4	The premises are adequate enough to enable me serve clients well	3(2.3)	6 (5.2)	12 (10.3)	60 (51.7)	35 (30.2)	4.02	.923
5	The management has tried to provide job aids	7(6.0)	15 (12.9)	28 (24.1)	50 (43.1)	16 (13.8)	3.43	1.075
6	The things like equipment and materials are adequate enough	3(2.6)	11 (9.5)	19 (16.4)	58 (50.0)	25 (21.6)	3.78	.976
7	The facilitation availed is always adequate	9(7.8)	28 (24.1)	33 (28.4)	36 (31.0)	10 (8.6)	3.09	1.100
8	I am able to perform well because my office needs are always provided	8(6.9)	17 (14.7)	32 (27.6)	48 (41.4)	11 (9.5)	3.32	1.060

Source: Field Data, (2019)

Key: 1. Strongly Disagree, 2. Disagree, 3. Not sure 4. Agree, 5. Strongly Agree, m. mean, sdv. Standard deviation

On finding out whether employees work environment produces some elements of risks, findings in table 4.6 above reveal that 63(54.3%) agreed and 24(20.7%) strongly agreed respectively. 13(11.2%) were not sure, whereas 10(8.6%) disagreed and 6(5.2%) strongly disagreed with the statement. The mean has level of 3.77 shows that the majority responses were above average level while the standard deviation of 1.041 indicates a low variance in agreement. It was also reported during interviews with management, that there is an element of risk. This means that majority of

the respondents agreed that employees work environment produces some elements of risks. This implies that work environment needs to be improved to make it risk free, which then will make employees to be comfortable and perform well. This is in agreement with the findings of earlier scholars, such as, Cooper & Dewe (2014) who contends that physical working environment can result into a person to fit or misfit to the environment of the workplace.

Findings indicate that the infrastructure is good and conducive, where 70(60.3%) agreed and 27(23.3%) strongly agreed respectively. This was followed with those who were not sure, 10(8.6%), and the least response came from those who disagreed, where 5(4.3%) strongly disagreed and 4(3.4%) disagreed. Using the mean of 3.95 and standard deviation 0.922, it can be concluded that majority of respondents agreed with the statement. Similarly, during interviews with the first interviewee it was reported that the infrastructure in place is conducive enough. This is congruence with a survey carried out by Brill, (2010), who found out that enhancements on the physical design of an office block can increase productivity levels by 5-10%, which then translates into performance. This implies that lately there have been improvements on the infrastructure.

Findings indicate that, the office layout motivates employees to perform, where 65(56%) agreed and 16(13.8%) strongly agreed respectively. This was followed with those who were not sure, 28(24.1%), and the least response came from those who disagreed, where 7(6%) disagreed and 3(2.4%) strongly disagreed. The responses are confirmed by the mean of 3.78 and standard deviation 0.759, which indicate that majority were in agreement. Similarly, the first interviewee reported that office layout is conducive for subordinates, and if there is a problem of performance, then not because of the office. This is in agreement with the findings of Challenges, (2010), who said that, office layout and design impressions suggest that certain dimensions serve a symbolic function by connoting meanings and images about organizations and further how their employees

are to be engaged. Based on these views, it therefore, shows that employees tend to associate with office features which enhance performance.

Findings indicate that the premises are adequate enough to enable workers to serve clients well, where 60(51.7%) agreed and 35(30.2%) strongly agreed respectively. This was followed with those who were not sure 12(10.3%), and the least response came from those who disagreed, where 6(5.2%) disagreed and 3(2.3%) strongly disagreed. during observation, though some offices had adequate space, others appeared to be limited. Using the mean of 4.02 and standard deviation 0.923, this shows the majority response level, implying that their workstations is spacious enough to enable them perform.

Findings also indicate that the management has tried to provide job aids, where 50(43.1%) agreed and 16(13.8%) strongly agreed respectively. This was followed with those who were not sure, 28(24.1%), and the least response came from those who disagreed, where 15(12.9%) disagreed and 7(6%) strongly disagreed. Using the mean of 3.43 and standard deviation 1.075, this shows that there was there was an average response level. The same was reported during interviews, with the second interviewee who indicated that, job aids have been instituted to enable employees have a better understanding of their work. This is the basis for easing employees' work in return for a better performance. However, it was also reported that there is struggle for those job aids due to the limited resources.

Findings indicate that equipment and materials are adequate enough, where 58(50%) agreed and 25(21.6%) strongly agreed. This was followed by those who were not sure, 19(16.4%) and the least response came from those who disagreed, where 11(9.5%) disagreed and 3(2.6%). Using the mean of 3.78 and standard deviation 0.976, it can be concluded that there was a majority response level.

Similarly, it was reported by the third interviewee that office equipment and materials are enough. In addition, during observation, the equipment was seen which confirmed their availability. This is in congruence with Hanan, (2009), who explains that the availability of adequate equipment and appliances facilitate productivity. Failure to provide equipment, appliances and adequate protective clothing make it difficult for employees to carry out their jobs in an easy non-obstructive way. The equipment and materials constitutes computers, photocopiers, stationery among others, as such, better performance is guaranteed.

Findings also indicate that the facilitation availed is always adequate, where 36(31%) agreed and 10(8.6%) strongly agreed respectively. This was followed by those who were not sure, 33(28.4%), and the least response came from those who disagreed, where 28(24.1%) disagreed and 9(7.8%) strongly disagreed also. The responses are confirmed by the mean of 3.09 and standard deviation 1.100, which indicate that majority were in agreement. Contrarily, it was revealed in interviews with the fourth interviewee that Soroti MC is constrained resource wise, which has made it hard for her to adequately facilitate staff members. As such, given that a considerable number was not sure and others disagreed, signifies that there is an element of disgruntlement among employees as pertains to facilitation provided.

Finally, findings indicate that employees are able to perform well because their office needs are always provided, where 48(41.4%) agreed and 11(9.5%) strongly agreed respectively. This was followed with those who were not sure, 32(27.6%) and the least response came from those who disagreed, where 17(14.7%) disagreed and 8(6.9%) strongly disagreed also. The responses are confirmed by the mean of 3.32 and standard deviation 1.060, which indicate that majority were in agreement.

Similarly, it was confirmed by the fourth interviewee that office needs are always provided to employees, though sometimes they delay. This shows that Soroti municipal council's management ensures that employees' needs are addressed as a performance improvement measure.

4.3.2 Effect of Support supervision on Employee performance

The first objective of the study was to examine the effect of support supervision on employee performance in Soroti Municipal Council. Table 4.7 represents respondent's opinions on support supervision and how it affects employee performance.

Table 10 Table 4.7: Descriptive statistics on Supervision

	Statements	SD f(%)	D f(%)	NS f(%)	A f(%)	SA f(%)	M	Sdv
1	I am well informed about the purpose of supervision	31(26.7)	20(17.2)	14(12.1)	35(30.2)	16(13.8)	2.98	1.284
2	Individual supervision is the most effective	15(12.9)	28(24.1)	23(19.8)	39(33.6)	11(9.5)	3.03	1.219
3	I am comfortable with the way we are supervised	11(9.5)	18(15.5)	40(34.5)	35(30.2)	12(10.3)	3.16	1.111
4	Constructive criticism is good for performance improvement	16(13.8)	29(25.0)	29(25.0)	30(25.9)	12(10.3)	2.94	1.218
5	I always dialogue freely with the supervisors	9(7.8)	18(15.5)	35(30.2)	36(31.0)	18(15.5)	3.31	1.145
6	Supervision enables gap identification in work execution	16(13.8)	24(20.7)	33(28.4)	32(27.6)	9(7.8)	2.95	1.174
7	Supervisors' remarks when monitoring help me assess my own performance	5(4.3)	28(24.1)	25(21.6)	50(43.1)	8(6.9)	3.24	1.035
8	I am given the opportunity to respond to the supervisors comments	11(9.5)	21(18.1)	25(21.6)	44(37.9)	15(12.9)	3.27	1.182

Source: Field Data, (2019)

According to the statistics in table 4.7 above, staff are well informed about the purpose of supervision, where 35(30.2%) agreed and 16(13.8%) strongly agreed respectively.

This was followed by those who disagreed, where 31(26.7%) strongly disagreed and 20(17.2%) disagreed also and the least response came from those who were not sure, 14(12.1%). As shown by the mean level of 2.98 and standard deviation of 1.284, it shows a low response level. Similarly, it was reported during interviews by the fifth interviewee that employees understand and know the purpose of supervision. In that respect, staff have a better understanding of supervisory aspect.

Findings indicate that Individual supervision is the most effective, where 39(33.6%) agreed and 11(9.5%) strongly agreed respectively. This was followed by those who disagreed, where 28(24.1%) disagreed and 15(12.9%) strongly disagreed also, and the least response came from those who were not sure 23(19.8%). Using the mean of 3.03 and standard deviation 1.219, it can be concluded that there was high response level, implying that though individual supervision is the most effective, but few are practicing it. This was also reported during interviews by the fifth interviewee that employees prefer being supervised individually.

Findings also indicate that employees are comfortable with the way they are supervised, where 35(30.2%) agreed and 12(10.3%) strongly agreed respectively. This was closely followed by those who were not sure, 40(34.5%), and the least response came from those who disagreed, where 18(15.5%) disagreed and 11(9.5%) strongly disagreed. Using the mean of 3.16 and standard deviation 1.111, it can be concluded that there was an average response level. Similarly, the fifth interviewee during interviews reported that, subordinates have always expressed satisfaction with the way they are supervised. This is true because supervision is always carried out professionally, however, the considerable number being not sure is a sign that some staff are uncomfortable with the way they are supervised.

The findings are in agreement with, Blau, (2004), who states that supervisors act as advocates of subordinates needs, through the recommendations they make about specific areas of concern which can be addressed to improve employees' performance. They also apportion resources to employees basing on the tasks given to them, which in most cases happen to be within the budget line.

Findings also indicate that constructive criticism is good for performance improvement, where 30(25.9%) agreed and 12(10.3%) strongly agreed respectively. This was followed by those who disagreed, where 30(25.9%) disagreed and 16(13.8%) strongly disagreed also, and the least response came from those who were not sure, 29(25%). Using the mean of 2.94 and standard deviation 1.218, it can be concluded that there was a low response level, implying that most of them do not approve criticism as a performance yardstick. This was also confirmed during interviews by the six interviewee who reported that subordinates feel better when you point out areas that need improvement categorically. Though most of them are not in approval, but it opens a person's mind to easily rectify faults without being victimized, however, it has to be done with moderation, because of perception differences. This is in agreement with Kovbasyuk, et al, (2013), who states that, "organizations with constructive systems encourage workers to work to their full potential, resulting in high levels of motivation, satisfaction, teamwork, service quality, and growth".

Findings also indicate that employees dialogue freely with their supervisors, where 36(31%) agreed and 18(15.5%) strongly agreed respectively. This was followed by those who were not sure, 35(30.2%) and the least response came from those who disagreed, where 18(15.5%) disagreed and 9(7.8%) strongly disagreed.

The responses are confirmed by the mean of 3.31 and standard deviation 1.145, which indicate that majority were in agreement. Similarly, the sixth interviewee reported that, as a member of top management, they treat all employees in the same way and freely dialogue with them whenever need arises. This shows that there is a cordial relationship between the supervisors and the subordinates, thanks to the kind of leadership that is more of participatory, however, it does not rule out autocracy.

Findings indicate that supervision enables gap identification while performing tasks, where 33(28.4%) agreed and 9(7.8%) strongly agreed respectively. This was followed by those who were not sure, 32(27.6%) and the least response came from those who disagreed, where 24(20.7%) disagreed and 16(13.8%) strongly disagreed. The responses are confirmed by the mean of 2.95 and standard deviation 1.174, which indicate a low response level. Similarly, the sixth interviewee reported that supervision is tailored to help subordinates improve performance. This is true, because if an employee happens to be not performing satisfactorily, the supervisor will take the initiative to help him/her address the gaps derailing him from performing.

Findings also indicate that Supervisors' remarks when monitoring helps employee assess their own performance, where 50(43.1%) agreed and 8(6.9%) strongly agreed respectively. This was followed by those who disagreed, where 28(24.1%) disagreed and 5(4.3%) strongly disagreed also, and the least response came from those who were not sure 25(21.6%). The responses are confirmed by the mean of 3.24 and standard deviation 1.035, which indicate an average response level. Similarly, the seventh interviewee reported that, they closely monitor subordinates to enable them gain confidence and perform the tasks well.

This is true, because the supervisors take the initiative to point out areas they need to improve, so that the employees can perform better.

Finally, findings also indicate that employees are given the opportunity to respond to the supervisor's comments, where 44(37.9%) agreed and 15(12.9%) strongly agreed respectively. This was followed by those who were not sure, 25(21.6%) and the least response came from those who disagreed, where, 21(18.1%) disagreed and 11(9.5%) strongly disagreed. Using the mean of 3.27 and standard deviation 1.182, it can be concluded that there was an average response level, implying that the initiative helps to clear the suspicion which may arise if clarity is not made and also each party appreciates the other's efforts.

4.3.3 Work Incentives and Employee performance

The first objective of the study was to find out the effect of work incentives on employee performance in Soroti Municipal Council. Table 4.8 represents respondent's opinions on work incentives and how it affects employee performance.

Table 11 4.8: Descriptive statistics on Work incentives

	Statements	SD f(%)	D f(%)	NS f(%)	A f(%)	SA f(%)	Mean	Sdv
1	My salary level motivates me to stay	16(13.8) .8)	10(8.6) 6)	18(15.5) 5)	58(50.0) 0)	14(12.1) .1)	3.38	1.221
2	I perceive my salary to be equitable with my colleagues in the same scale	14(12.1) .1)	21(18.1) .1)	20(17.2) 2)	50(43.1) 1)	11(9.5) 5)	3.20	1.203
3	The council recognizes and awards employees through annual awards celebrations	7(6.0) .3)	12(10.3) .3)	27(23.3) 3)	45(38.8) 8)	25(21.6) .6)	3.59	1.119
4	The council recognizes my performance in form of paying annual bonuses and other benefits	26(22.4) .4)	28(24.1) .1)	27(23.3) 3)	27(23.3) 3)	8(6.9) 5)	2.68	1.248
5	I perceive my promotion and grade as fair	44(37.9) .9)	28(24.1) .1)	15(12.9) 9)	21(18.1) 1)	8(6.9) 5)	2.32	1.329
6	The council organizes job training programmes to enhance performance	13(11.2) .2)	14(12.1) .1)	27(23.3) 3)	51(44.0) 0)	11(9.5) 5)	3.28	1.148
7	At the end of the year, there is always consideration of pay rise	14(12.1) .1)	21(18.1) .1)	33(28.4) 4)	37(31.9) 9)	10(8.6) 6)	3.07	1.160
8	The pay is always prompt	14(12.1) .1)	25(21.6) .6)	20(17.2) 2)	39(33.6) 6)	18(15.5) .5)	3.19	1.278

Source: Field Data, (2019)

According to the statistics in table 4.8 above, the salary level motivates staff members to stay, where, 58(50%) agreed and 14(12.1%) strongly agreed respectively. This was closely followed with those who were not sure, 18(15.5%), and the least response came from those who disagreed, where 16(13.8%) strongly disagreed and 10(8.6%) disagreed also. The responses are confirmed by the mean of 3.38 and standard deviation 1.221, which indicates an average response level. Similarly, during interviews with the seventh interviewee, it was reported that salary to employees is a key motivating factor, which has to be given utmost attention.

This is in congruence with Wayne (1998), who states that pay as a reward has a significant effect on the worker's performance. Similarly, Bratton (2003), agrees with Wayne when he states that one of the most powerful tools for motivating workers is pay. This shows that salary is attractive to most staff members, as it has motivated them to stay.

Findings also indicate that employees perceive salary given to them to be equitable with their other colleagues in the same scale, where 50(43.1%) agreed and 11(9.5%) strongly agreed respectively. This was closely followed by those who disagreed, where 21(18.1%) disagreed and 14(12.1%) strongly disagreed, and the least response came from those who were not sure, 20(17.2%). The responses are confirmed by the mean of 3.20 and standard deviation 1.203, which indicates an average response level. Similarly, the eighth interviewee reported during interviews that the salary paid to employees is as per the government scale system and area of deployment. This is in congruence with Amir and Shamim, (2010), who states that, regardless of the mechanism followed, working conditions, work and pay are precursors for improvement in performance of workers. This is true and synonymous with public institutions, except of late, when government, started paying workers who did science courses a lot more than those who did arts or administrative courses.

Findings also indicate that council recognizes and awards employees through annual awards and retreats, where 45(38.8%) agreed and 25(21.6%) strongly agreed respectively. This was followed with those who were not sure, 27(23.3%), and the least response came from those who disagreed, where 12(10.3%) disagreed and 7(6%) strongly disagreed also.

The responses are confirmed by the mean of 3.59 and standard deviation 1.119, which indicates a high response level. It was also reported by the eighth interviewee who reported that they always recognize best performing employees through annual awards and sponsoring them for retreats. This is a sign that Soroti MC values employees' efforts and management is bent on recognizing and acknowledging their efforts.

Findings also indicate that council does not recognize employees' incentives in the form of annual bonuses and other benefits, where 28(24.1%) disagreed and 26(22.4%) strongly disagreed respectively. This was followed by those who agreed, where 27(23.3%) agreed and 8(6.9%) strongly agreed, and the least response came from those who were not sure, 27(23.3%). The responses are confirmed by the mean of 2.68 and standard deviation 1.248, which indicates that the agency does not give employees annual bonuses and other benefits, which is a serious demotivating factor. Similarly, the ninth interviewee reported that the standing orders do not provide for the bonuses, unless council just initiates.

Findings also indicate that employees perceive promotion and grade as being unfair, where 44(37.9%) strongly disagreed and 28(24.1%) disagreed respectively. This was followed with those who agreed, where, 21(18.1%) agreed and 8(6.9%) strongly agreed also, and the least response came from those who were not sure, 15(12.9%). The responses are confirmed by the mean of 2.32 and standard deviation 1.329, which indicates a weak response level. Contrarily, interviewees presented different views during interviews where they reported that promotions are fairly handled, except you cannot rule out complaints after handling. This confirms that promotions and grades are unfairly handled.

Findings also indicate that Soroti Municipal Council organizes job training programmes to enhance staff performance, where 52(44%) agreed and 11(9.5%) strongly agreed respectively. This was followed with those who were not sure, 27(23.3%) and the least response came from those who disagreed, where 14(12.1%) disagreed and 13(11.2%) strongly disagreed also. The responses are confirmed by the mean of 3.28 and standard deviation 1.148, which indicates a high response level. Similarly, during interviews with management it was reported that trainings are always organized under capacity building programme. This is part of the capacity building process to equip employees with the necessary skills.

Findings also indicate that, at the end of the year, there is always consideration of pay rise, where 37(31.9%) agreed and 10(8.6%) strongly agreed respectively. This was followed with those who were not sure, 33(28.4%) and the least response came from those who disagreed, where 21(18.1%) disagreed and 14(12.1%) strongly disagreed. The responses are confirmed by the mean of 3.07 and standard deviation 1.160, which indicates an average response level. Similarly, interviews with tenth interviewee reported that pay increment is based on the standing orders and years in service and whether the individual officer has attained relevant qualifications. This is per the public service standing orders, where 5% increment has to be effected every financial year. However, employees in public sector continue to complain about the too much workload that does not match the pay they receive.

Finally, findings indicate that the pay is always prompt, where 39(33.6%) agreed and 18(15.5%) strongly agreed respectively. This was followed with those who disagreed, where 25(21.6%) disagreed and 14(12.1%) strongly disagreed also, and the least response came from those who were not sure, 20(17.2%).

The responses are confirmed by the mean of 3.19 and standard deviation 1.278, which indicates an average response level. Similarly, the tenth interviewee attested to the fact that pay is prompt, in that they warrant employees' every third week of the month. This indicates that salary comes on time, which is paid depending on the position held.

4.3.4 Employee Performance

This objective dwelt on staff performance. The respondents here were 116, who were presented with options provided in the questionnaire which were: 1) strongly disagree, 2) disagree 3) not sure 4) agree 5) strongly agree. In order to analyze the data easily, the findings were summarized in percentages and respondents had to agree or disagree or undecided.

Table 12 4.9: Employee Performance

		SD f(%)	D f(%)	NS f(%)	A f(%)	SA f(%)	m	Sdv
1	Enhanced working environment has resulted into timely completion of tasks	8(6.9)	10(8.6)	27(23.3)	60(51.7)	11(9.5)	3.48	1.017
2	Most of the municipality projects take less time to be completed	17(14.7)	18(15.5)	36(31.0)	37(31.9)	8(6.9)	3.01	1.161
3	All payments are made immediately the works and services are completed.	16(13.8)	25(21.6)	41(35.3)	28(24.1)	6(5.2)	2.85	1.097
4	Proper work environment has enhanced joint performance of municipality work	11(9.5)	15(12.9)	23(19.8)	53(45.7)	14(12.1)	3.38	1.147
5	Joint activities have helped municipality employees to improve spirit of togetherness	7(6.0)	19(16.4)	21(18.1)	56(48.3)	13(11.2)	3.42	1.081
6	Working together has improved me to feel at home while I am at the municipality	3(2.6)	6(5.2)	22(19.0)	66(56.9)	19(16.4)	3.79	.870
7	The municipality employees are open to new ideas that has improved their performance	5(4.3)	13(11.2)	27(23.3)	56(48.3)	15(12.9)	3.54	.999
8	The Employees actively explore new possibilities to complete the given tasks due to better working environment	5(4.3)	19(16.4)	18(15.5)	62(53.4)	12(10.3)	3.49	1.026
9	Good working environment has improved employees' ability to identify how to create more value for customers by addressing current problems	3(2.6)	15(12.9)	29(25.0)	63(54.3)	6(5.2)	3.47	.879
10	Municipality employees prioritize their own work to develop and implement plans	6(5.2)	13(11.2)	24(20.7)	64(55.2)	8(6.9)	3.48	.967
11	The employees have allocated resources rationally due to good working environment	2(1.7)	22(19.0)	39(33.6)	42(36.2)	11(9.5)	3.33	.949
12	working environment has enabled employees to build group capacity for effective planning	6(5.2)	15(12.9)	28(24.1)	59(50.9)	8(6.9)	3.41	.979

Source: Field Data, (2019)

Findings in table 4.9 indicate that the enhanced working environment has resulted into timely completion of tasks, where 60(51.7%) agreed and 11(9.5%) strongly agreed respectively. This was followed by those who were not sure, 27(23.3%), and the least response came from those who disagreed, where 10(8.6%) disagreed and 7(6.9%) strongly disagreed also. The responses are confirmed by the mean of 3.48 and standard deviation 1.017, which indicates a high response level. This has been due to improvement of the work station of employees and other initiatives like incentives.

Findings also indicate that most of the municipality projects take less time to be completed, where 37(31.9%) agreed and 8(6.9%) strongly agreed respectively. This was followed with those who were not sure, 36(31%), and the least response came from those who disagreed, where 18(15.5%) disagreed and 17(14.7%) strongly disagreed also. The responses are confirmed by the mean of 3.01 and standard deviation 1.161, which indicates a low response level. This is a testament that there are performance enhancement initiatives, whose aim is to ensure that employees perform to the satisfaction of the management.

Findings also indicate that respondents were not sure, whether all payments are made immediately the work and services are completed, 41(35.3%). This was followed by those who agreed, where 28(24.1%) agreed and 6(5.2%) strongly agreed respectively, and the least response came from those who disagreed, where 25(21.6%) disagreed and 16(13.8%) strongly disagreed also. The responses are confirmed by the mean of 2.85 and standard deviation 1.097, which indicates that payments are not made immediately after work, except in exceptional circumstances.

Findings indicate that proper work environment has enhanced joint performance of municipality work, where 53(45.7%) agreed and 14(12.1%) strongly agreed respectively. This was followed by those who were not sure, 23(19.8%), and the least response came from those who disagreed, 15(12.9%) disagreed and 11(9.5%) strongly disagreed also.

The responses are confirmed by the mean of 3.38 and standard deviation 1.147, which indicates an average response level. This shows that the work environment has been improved as a way of enhancing employees' performance.

Findings indicate that working together has made employees to feel at home while at their workstations, where 66(56.9%) agreed and 19(16.4%) strongly agreed respectively. This was followed by those who were not sure, 22(19%), and the least response came from those who disagreed, where 6(5.2%) strongly disagreed and 3(2.6%) disagreed also. The responses are confirmed by the mean of 3.79 and standard deviation 0.870, which indicates a high response level. This sense of belonging is a sign that all is well as far as improving the working conditions is concerned.

Findings also indicate that the Soroti Municipal Council employees are open to new ideas that has improved their performance, where 56(48.3%) agreed and 15(12.9%) strongly agreed respectively. This was followed with those who were not sure, 27(23.3%), and the least response came from those who disagreed, where 13(11.2%) disagreed and 5(4.3%) strongly disagreed also. The responses are confirmed by the mean of 3.54 and standard deviation 0.999, which indicates a high response level. This shows that employees' views are also accommodated as a way of ensuring that their workstation is responsive to them performing.

Findings also indicate that the Employees actively explore new possibilities to complete the given tasks due to better working environment, where 62(53.4%) agreed and 12(10.3%) strongly agreed respectively. This was followed by those who disagreed, where 19(16.4%) disagreed and 5(4.3%) strongly disagreed also, and the least response came from those who were not sure, 18(15.5%).

The responses are confirmed by the mean of 3.49 and standard deviation 1.026, which indicates a high response level. This is true, because once a staff is supported by the organization, his/her level of commitment goes up and is motivated to perform better.

Findings indicate that Good working environment has improved employees' ability to identify how to create more value for customers by addressing current problems, where 53(54.3%) agreed and 6(5.2%) strongly agreed. This was followed by those who were not sure, 25%, and the least response came from those who disagreed, where 15(12.9%) disagreed and 3(2.6%) strongly disagreed also. The responses are confirmed by the mean of 3.47 and standard deviation 0.879, which indicates an average response level. This is true, in that as a service organization, enhancing the working environment makes employees to feel valued.

Findings also indicate that the Municipality employees of Soroti prioritize their own work to develop and implement plans, where 64(55.2%) strongly agreed and 8(6.9%) agreed respectively. This was followed with those who were not sure, 24(20.7%), and the least response came from those who disagreed, where 13(11.2%) disagreed and 6(5.2%) strongly disagreed. The responses are confirmed by the mean of 3.48 and standard deviation 0.967, which indicates an average response level. This is due to the efforts of the management to ensure that employee's feel valued and recognized at their work stations.

Finally, findings indicate that the working environment has enabled employees to build group capacity for effective planning, where 59(50.9%) agreed and 8(6.9%) strongly agreed respectively.

This was followed by those who were not sure, 28(24.1%) and the least response came from those who disagreed, where 15(12.9%) disagreed and 6(5.2%) strongly disagreed. The responses are confirmed by the mean of 3.41 and standard deviation 0.979, which indicates an average response level. This is a noble gesture and is the reason why most employees' performance has improved.

4.4 Relationship Between Working Environment and Employee performance

In relation to the specific study objectives, the above descriptive statistical analyses of different working environment dimensions generated positive correlations. This was through running a simple correlation analysis to ascertain the relationship level between the variables, as illustrated below;

4.4.1 Physical working Environment and Employee Performance

A Pearson product moment correlation coefficient was computed to determine the relationship between physical environment and employee performance.

Table 13 4.10: Correlation between physical working environment and employee performance

		Employee performance	Physical Environment
Employee performance	Pearson Correlation	1	.484**
	Sig. (2-tailed)		.000
	N	116	116
Physical Environment	Pearson Correlation	.484**	1
	Sig. (2-tailed)	.000	
	N	116	116

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

Source: Field Data, (2019)

The findings in the table 4.10 above revealed that there is a positive and significant relationship between physical environment and employee performance at $(r) = 0.484^{**}$, $P = 0.000$ at the level of significant (2-tailed) given by the Pearson correlation. This indicates that when physical working environment is improved, employee performance also improves. Therefore, the earlier hypothesis that physical working environment positively affects employee performance is upheld. The findings are in agreement with the earlier scholar's views, such as; Haynes (2008), who said that the physical environment with its occupants falls into two main categories office layout (open-plan versus cellular offices) and office comfort these two as components of office environment affects positively the employee performance in any organization.

4.4.2 Support Supervision and Employee Performance

A Pearson product moment correlation coefficient was computed to determine the relationship between support supervision and employee performance.

Table 14 4.11: Correlation between support supervision and Employee Performance

		Employee performance	Support supervision
Employee performance	Pearson Correlation	1	.542 ^{**}
	Sig. (2-tailed)		.000
	N	116	116
Support supervision	Pearson Correlation	.542 ^{**}	1
	Sig. (2-tailed)	.000	
	N	116	116

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

Source: Field Data, (2019)

According to the results in table 4.11, above, the correlation coefficient between staff support supervision and employee performance is at 0.542 ($r=0.542$) at the level of significance 0.000, implying that there is a significant positive relationship between support supervision and employee performance. This means that adoption of staff support supervision enhances staff performance. The implication here is that support supervision is an enabler of staff performance. Therefore, this confirms the earlier hypothesis that support supervision positively affects employee performance. This finding is in agreement with the earlier study by Wayne, (2008), who asserts that Organizational support becomes higher when the supervisor is seen to care about staff experience at work and does what he can to show appreciation for the work done. This translates into improved performance on the side of subordinates due to support from the supervisors, who ensure that they execute the work diligently and this in turn leads to improved employee performance.

4.4.3 Work Incentives and Employee Performance

A Pearson product moment correlation coefficient was computed to determine the relationship between work incentives and employee performance.

Table 15 Table 4.12: Correlation between work incentives and Employee Performance

		Employee performance	Work incentives
Employee performance	Pearson Correlation	1	.598**
	Sig. (2-tailed)		.000
	N	116	116
Work incentives	Pearson Correlation	.598**	1
	Sig. (2-tailed)	.000	
	N	116	116

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

Source: Field Data, (2019)

The findings in the table 4.13 above revealed that there is a positive significant relationship between work incentives and employee performance at $(r) = 0.598^{**}$, at the level of significant $P = 0.000$ (2-tailed) given by the Pearson correlation. This indicates that, the more incentives they get, the better the performance among employees. Therefore, the earlier hypothesis that work incentives positively affect employee performance is upheld. This is in congruence with the findings of earlier scholars such as; Kiseesi (1998), who in her study concerning workers' job satisfaction recommends that there should be prompt payment of salary to workers and that there should be opportunities of promotion accompanied with a corresponding pay increase to match the new role.

4.5 Effect of Working Environment on Employee Performance

Regression analysis was carried out to ascertain the effect of physical working environment on employees' performance. The dimensions that constituted the independent variable were; physical working condition, support supervision and work incentives and the dependent variable was employees' performance. The results are illustrated below;

4.5.1 Effect of Physical Work Environment on employee performance

The study examined effect of physical work environment on employee performance. Table 4.13 represents respondent's opinions on physical work environment and how it affects employee performance.

Table 16 Table 4.13: Model Summary on Physical working environment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.484 ^a	.234	.227	.54326

a. Predictors: (Constant), Physical Environment

Source: Field Data, (2019)

Results in the model summary table reveals that Adjusted R Square = 0.227. This implies that physical working environment predicts employee performance by 22.7%. This means that 22.7% variations in employee performance is due to the sole cause of physical working environment while the remaining 77.3% is as a result of other factors. This prediction is significant, therefore, when concluding the strength, it can be said that it is significant. This is in agreement with Robbins (2011), who advocates that working conditions will influence performance, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of performance.

4.5.2 Effect of staff support supervision on employee performance

The study examined effect of staff support supervision on employee performance. Table 4.14 represents respondent's opinions on staff support supervision and how it affects employee performance.

Table 17 Table 4.14: Model Summary on staff support supervision

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542 ^a	.294	.288	.52161

a. Predictors: (Constant), Support supervision

Source: Field Data, (2019)

Results in the model summary table reveal that Adjusted R Square = 0.288. This implies staff support supervision predicts staff performance by 28.8%. This indicates that the 28.8% variation in staff performance is solely due to support supervision, then the remaining 71.2% is due to other factors. This is in agreement with Kovbasyuk, et al, (2013), who states that support supervision creates empowerment which enables creating appropriate vision in the agency, partnering staff performance, self-monitoring of the staff activities, improves the team responsibility and creates cross functional structures.

4.5.3 Effect of Work incentives on employee performance

The study examined effect of work incentives on employee performance. Table 4.15 represents respondent’s opinions on work incentives and how it affects employee performance.

Table 4.15: Model Summary showing how work incentives predict employees’ performance

Model	R	R Square	Adjusted R Square	Std. Error square of the Estimate
1	.598 ^a	.358	.352	.49755

a. Predictors: (Constant), Work incentives

Source:Field Data, (2019)

Results in the model summary table reveals that Adjusted R square = 0.352. This implies that work incentives are a predictor of employee performance by 35.2%. This indicates that the 35.2% variation in staff performance is solely due to work incentives, then the remaining 64.8% is due to other factors. This is in congruence with the views of earlier scholars, such as; Awaze (2006), who asserts that initiatives like comforting and conducive working conditions, enhancement, opportunities of growth and periodic stipends which are both monetary and non-monetary. The general physical environment can be enhanced to make work more interesting.

Higher level responsibilities can be added as per job improvement which in turn can be cemented by a better pay to consolidate the performance level.

4.5.4 Multiple Regression results

The study examined effect of working environment on employee performance. Table 4.16 represents respondent's opinions on working environment and how it affects employee performance.

Table 18 Table 4.16: Model Summary on Multiple Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637 ^a	.406	.390	.48254

a. Predictors: (Constant), Physical Environment, Support supervision, Work incentives

Source: Field Data, (2019)

Results in the model summary table reveals that adjusted R square = 0.390. This implies that three variables of work environment namely, physical environment, support supervision and work incentives together predict employee performance by 39.0%. In other words, whenever working environment happens to be conducive enough for workers therein, it causes employee improvement by 39%, and then the remaining 61% is due to other factors. This prediction is very significant; improving the working environment directly translates into performance improvement for the employees.

4.5 Hypothesis testing

The hypothesis as earlier stated in chapter one was based on three dimensions, as contained in table 4.17 below. The results confirmed the hypothesis, as evidenced in the coefficient table below;

Table 19 Table 4.17: Coefficient

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients	Beta		
	B	Std. Error				
(Constant)	1.493	.260			5.746	.000
1 Work incentives	.274	.084	.369		3.269	.001
Support supervision	.113	.077	.163		1.462	.147
Physical environment	.192	.084	.201		2.279	.025

a. Dependent Variable: Employee performance

Hypothesis 1: The physical working environment positively affects employees' performance in Soroti Municipal Council.

Findings from table 4.17 above revealed that physical work environment beta value (β) = 0.201; Sig = 0.025. This implies that physical work environment leads to a positive improvement in employee performance. Since Sig. 0.025 is less than the t-statistic value of 2.279 and the standard error value of 0.084. Therefore, the study accepts the first hypothesis that states that "The physical working environment positively affects employees' performance in Soroti MC ".

Hypothesis 2: The initiative of staff support supervision positively affects employees' performance.

Findings from table 4.17 above revealed that staff support supervision beta value (β) = 0.163; Sig = 0.147. This implies that support supervision leads to a positive improvement in employee performance. Since Sig. 0.147 is less than the t-statistic value of 1.462 and the standard error value of 0.077. Therefore, the study accepts the first hypothesis that states that "support supervision positively affects employees' performance in Soroti MC ".

Hypothesis 3: Instituting work incentives positively affects employees' performance

Finally, findings from table 4.17 above revealed that work incentives beta value (β) = 0.369; Sig = 0.001. This implies that physical work environment leads to a positive improvement in employee performance. Since Sig. 0.001 is less than the t-statistic value of 3.269 and the standard error value of 0.084. Therefore, the study accepts the first hypothesis that states that “work incentives positively affect employees' performance in Soroti MC “.

CHAPTER FIVE:

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary and discussion of finding as per the objectives that guided the study.

5.1 Summary of findings

In light of the above findings on the effect of working environment on employees' performance in Soroti Municipal Council, below is the summary;

5.1.1 Effect of Physical Working Environment on Employee performance

Findings indicate that physical working environment is a significant predictor of employee performance in Soroti Municipal Council. The results revealed the prediction level standing at 22.7% with the relationship being working environment and employee performance as given by the Pearson correlation of 48.8%. This implies that the enhancement of the general physical environment translates into an improvement in the employees' performance. The changes emanate from the physical working environment being responsive to their performance needs. Therefore, physical working environment is a precursor for better performance for employees and as such, they become integral part of the organization.

5.1.2 Effect of Staff Support supervision on Employee performance

Findings indicate that staff support supervision is a significant predictor of employee performance in Soroti Municipal Council. The results revealed the prediction level standing at 28.8%, with a relation between staff support supervision on employee performance of 54.2%. This implies that support supervision positively affects employee performance, as envisaged by supervisors guiding and closely working with their subordinates to ensure that their performance is measurable.

Therefore, as indicated above, it shows that the adherence to the norms of support supervision creates a sense of commitment among those being supervised which translates into an improvement in their performance.

5.1.3 Effect of Work Incentives on Employee performance

Findings indicate that work incentives are a significant predictor of employee performance in Soroti Municipal Council. The results revealed the prediction level standing at 35.2% with a Pearson correlation of 59.8%. This is a testament that institution of work incentives like salary improvement, fringe benefits, promotion, recognition among others induces employees to commit themselves to the organization the more. As a result, this translates into an improvement in performance, since pay given to them more or less addresses their needs.

5.1.4 Employees' Performance

The study found out that initiatives have been instituted to enhance employees' performance. This is based on the point that the enhanced working environment has resulted into timely completion of tasks. The performance is further indicated by the municipality projects taking less time to be completed, thanks to the efforts of enhancing the working environment. These developments have ushered in team work and a sense of commitment among employees.

The study also found out that the municipality employees are open to new ideas that have improved their performance. In addition, they are allowed to actively explore new possibilities to complete the given tasks and enhance their ability to identify how to create more value for customers by addressing current problems. In effect, the employees have had a lee way to prioritize their own work to develop and implement plans, subsequently enabling employees to build groups for effective planning.

5.2 Conclusions

In light of the above summary, below is the conclusion;

5.2.1 Effect of Physical Working Environment on Employee performance

The study found out that physical working environment is a significant correlate of employee performance. Based on this, it was found out that, the environment which entails office infrastructure, office lay out, office space, office equipment, items to be used in office such as paper etc are all good contributors to employee performance. On a positive side, it was found out that the infrastructure is good and conducive, the office layout motivates employees to perform and that the premises are adequate enough to enable workers to serve clients well. This confirms that the physical working environment has been improved to make it responsive to employee's performance needs. This shows that Soroti MC's management ensures that employees' needs are addressed. The study further showed that the Working Environment relates to Employee performance by r^2 of 0.484 implying that the physical working environment with its indicators such as less working risks, good infrastructure, good office layout, well developed premises, enough equipment and materials has a positive relationship with employee performance with a margin of 48.8%. Further still the physical working environment affects employee performance by adjusted R of 0.227 this implies that the physical working environment affects the employee performance by 22.7% leaving other factors outside this research that contribute for 81.3%.

5.2.2 Effect of Support supervision on Employee performance

The study found out that support supervision is a significant correlate to employee performance. Based on this, in carrying out support supervision, the staff should be made aware of the reason for the supervision, the gaps identified should be fixed, the individual carrying out supervision should be friendly to the staff in order to make them fill free with them.

Furthermore, constructive criticism is a good means of supporting staff. Still more there should be free employees dialogue with their supervisors, while being monitored, employees are allowed to assess their own performance and gauge where they fall and also respond to their supervisors' comments. This helps to clear the suspicion which may arise if clarity is not made and also each party appreciates the other's efforts. The study further showed that the Working Environment relates to Employee performance by r^2 of 0.542 implying that the support staff supervision with its indicators such as clear information about the purpose of supervision, confidence in supervisors, healthy positive criticisms, timely monitoring of the work and free communication between the supervisors and the staff, with a margin of 59.8%. Further still the support staff supervision affects employee performance by adjusted R of 0.288 this implies that the support staff supervision affects the employee performance by 28.8% leaving other factors outside this research that contribute for 77.2%.

5.3.3 Effect of Work Incentives and Employee performance

The study found out that work incentives is a positive correlate of employee performance. Based on this, it was found out that the salary level motivates staff members to stay, which they perceive to be equitable with their other colleagues in the same scale. In addition, Soroti municipal council recognizes and awards employees through annual awards and retreats; however, there are no arrangements for giving employees incentives like annual bonuses and other benefits.

The study also found out that employees perceive promotion and grade as being unfair. However, council organizes job training programmes to enhance staff performance, in addition to effecting pay increment basing on the standing orders, which provide for 5% annual increment. As a way of motivating employees, the pay is always prompt and handy.

This indicates that salary comes on time, which is paid depending on the position held. However, one cannot rule out the continued complaints that the workload does not match the pay received. The study further showed that the Work incentives relates to Employee performance by r^2 of 0.598 implying that the work incentives with its indicators such as salary, equitable reward, awards bonuses, promotions, job trainings, annual increase in salary and prompt payment has a positive relationship with employee performance with a margin of 59.8%. Further still the work incentives affect employee performance by adjusted R of 0.352 this implies that the work incentives the employee performance by 35.2% leaving other factors outside this research that contribute for 65.8%.

5.3 Recommendation

The recommendations are directed to the stakeholders to address the identified loopholes for further improvement of working environment in return for improved performance among employees, which are as follows;

5.3.1 Effect of Physical Working Environment on Employee performance

Soroti Municipal Council is advised to make the physical working environment responsive to performance needs of employees. The conduciveness of the environment should be in terms of facilities, equipment, better interaction opportunities and good refreshment. In addition, since physical components can enhance the performance level of employees, the authorities are advised to take appropriate steps for providing better office building and sufficient materials and equipment. This will contribute towards increase in output and exceptional improvement in employees' performance.

5.3.2 Effect of Support supervision on Employee performance

The management of Soroti Municipal Council needs to liaise with the central government and come up with initiatives that are responsive to staff performance. In that support supervision, should be incorporated as a capacity building tool for purposes of improving the performance of employees. This will help to create a sense of belonging and more understanding on whatever they do, as long as it is within the job domain and has the backing of the management.

As was the case, Soroti Municipal Council lacks guidelines on how the Heads of Departments and sector heads can make support supervision integral part of their work. Therefore, either, they need to be trained about better management skills or can be given guidelines to follow. First it can be a pilot case or implemented gradually in the council.

5.3.3 Effect of Work Incentives and Employee performance

The management should examine and improve the existing Human Resource procedure on disbursing fringe benefits and promotion opportunities which can motivate employees to be more committed to work and also perform better, giving priority to internal staff to compete in vacant positions before announcing to external applicants, Disbursement of fringe benefits to all employees equitably and; transparency of promotion function.

5.4 Areas of further research

Further research is needed in the following areas;

Effect of working environment on employees' performance in the private sector, for purposes of comparison with the current study which was carried out in a Local Government setting so as to come up with a proper policy guideline.

Effects of Job Satisfaction on Employees Turnover intentions in Local Governments. It was found out during the study that employee turnover in the organization was too high, as it was evidenced by a number of staff not substantively appointed, but instead were deployed in acting capacity.

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APPENDIX 1

CONSENT FORM FOR PARTICIPANTS

Dear Respondent,

My name is Akiteng Winnie Brelly, a Postgraduate Student of Uganda Martyrs University currently undertaking a research as one of the requirements for the Masters’ of Business Administration. The topic of the research is *“Working Conditions and Employee Performance in Local Governments, the case of Soroti Municipal Council”*.

The study is for academic purposes; as all the information you give will be confidential.

Participation

You are free to participate or not to participate in the study. If you choose not to participate, nothing will happen for your refusal.

Respondent’s acceptance

I have understood the purpose of the study and accept to provide answers to the questions.

Signature

Date.....

Researchers signature.....

APPENDIX II: QUESTIONNAIRE

Questionnaire for Individual Staff

My name is Akiteng Winnie Brelly, a postgraduate student of Uganda Martyrs University, pursuing a Masters' Degree in Business Administration. I am carrying out research about *“Working Conditions and Employee Performance in Local Governments, the case of Soroti Municipal Council”*. I kindly request you to provide me with information. The information from you will be treated as confidential and used for academic purposes only.

SECTION A: BIO-DATA OF RESPONDENTS

Please express your view by ticking or filling in the provided option boxes/ spaces

A1. What age range are you in? *(Please tick under only one of them).*

20years & below	21-30years	31-40years	41-50years	51years &above

Sex

A4 Highest Level of Education

Primary	Secondary	Certificate	Diploma	Degree	

A5. For how long have you been working with this council?

1. Less than a year 2. 1- 2 years 3. 3-4 years
4. 5-6 years 5. Above six years

For each of the following statements about work incentives, please indicate (by ticking) the extent to which you agree them, using the following scale: *(5) for strongly agree (4) for agree, (3) for not sure (2) for disagree (1) for strongly disagree*

SECTION B: Physical Working Environment in SMC

		1	2	3	4	5
1	My work environment produces some elements of risks					
2	The infrastructure is good and conducive					
3	The office layout motivates me to perform					
4	The premises are adequate enough to enable me serve clients well					
4	The management has tried to provide job aids					
5	The things like equipment and materials are adequate enough					
6	The facilitation availed is always adequate					
7	I am able to perform well because my office needs are always provided					
7	The administration has tried to improve on the layout to create a conducive environment for me and others to works					
8	I am comfortable with the office layout					

SECTION C: Support Supervision in SMC

		1	2	3	4	5
1	I am well informed about the purpose of supervision					
2	In the course of supervision, mentoring takes course					
3	Individual supervision is the most effective					
4	Constructive criticism is good for performance improvement					
5	I always dialogue freely with the supervisors					
6	Supervision enables gap identification in work execution					
7	Supervisors' remarks when monitoring help me assess my own performance					
8	I am given the opportunity to respond to the supervisors comments					

SECTION D: Work Incentives in SMC

		1	2	3	4	5
1	My salary level motivates me to stay					
2	I perceive my salary to be equitable with my colleagues in the same scale					
3	The council recognizes and awards employees though annual awards celebrations					
	The council recognizes my performance in form of paying annual bonuses and other benefits					
4	I perceive my promotion and grade as fair					

5	The council organizes job training programmes to enhance performance					
6	At the end of the year, there is always consideration of pay rise					
	The pay is always prompt					
7	My allowances are always given to me whenever money is available					
8	I am satisfied with the way incentives are handled by the management					

SECTION E: Employee Performance in SMC

		1	2	3	4	5
	Timeliness					
1	Enhanced stress management has resulted into timely completion of tasks					
2	Most of the Ministries projects take less time to be completed					
3	All payments are made immediately the works and services are completed.					
	Teamwork					
4	Proper counseling of employees has enhanced their joint performance on ministry work					
5	Joint activities have helped ministry employment to improve spirit of togetherness					
6	Working together has improved me to feel at home while I am at the ministry					
	Initiative					
7	The ministry employees are open to new ideas that has improved their performance					
8	The Employees actively explores new possibilities to complete the given tasks due to role clarity					
9	Stress management has improved employees' ability to identify how to create more value for customers by addressing current problems					
	Planning skills					
10	Ministry employees prioritize their own work to develop and implement plans					
11	The employees have allocated resources rationally due to stress management					
12	Stress management has enabled employees to build group capacity for effective planning					

END

Thank you for your cooperation

APPENDIX III

INTERVIEW GUIDE FOR MANAGEMENT

Questions

1. Are staff well versed with the purpose of supervision?
2. In your own understanding, who carries out staff supervision?
3. In your own understanding, has support supervision enabled timely attendance to patient needs?
4. Are staff comfortable with supervision?
5. Are facilities good enough to enable staff performance?
6. Are staff comfortable with the facilities?
7. How are staff dealing with high patient numbers?
8. In your own understanding, what is your comment about the pay?
9. Are staff happy with the pay level?
10. What do you think should be done to enhance performance further?

The end

Thank you for your cooperation