

**WORK ENVIRONMENT AND EMPLOYEE PERFORMANCE IN SOROTI  
REFERRAL HOSPITAL**

**VINCENT AYOM**

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**UGANDA CHRISTIAN  
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**DECLARATION**

I **AYOM VINCENT** do declare that this Research report has been prepared by me following rules and regulations of Uganda Christian University thesis writing and that it's never been submitted to any institution/Department for any academic award or its equivalent

Signed:.....

Date.....

**AYOM VINCENT**

**S22/MUC/MBA/002**

**APPROVAL SHEET**

I certify that **AYOM VINCENT** with **REG NO: S22/MUC/MBA/002**, has prepared this Dissertation under my supervision and that it's now ready for submitting for the ward of Masters of Business Administration with my approval.

Signed: .....

Date: .....

**MR OMACHE HENRY**

**RESEARCH SUPERVISOR**

## **DEDICATION**

I dedicate this dissertation to all my family members for the mutual, academic, spiritual and financial support rendered to me throughout this academic journey. May the almighty God bless you abundantly

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## **LIST OF ACRONYMS**

AET	:	Affective Events Theory
DV	:	Dependent variable
EU	:	European Union
ILO	:	Labor Organization
IV	:	Independent Variable
SPSS	:	Statistical Package for Social Scientists

## ABSTRACT

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter presents the background of the study, problem statement, objectives of the study, scope of the study, significance of the study, justification of the study, conceptual framework, and the conclusion of the chapter.

### **1.1 Background to the study**

#### **1.1.1 Historical background**

Globally, Workplace Environment is the most significant factor in determining Employee Performance as per ILO (2015). Workplace is an intrinsic part of society where people spend most of their working hours working, and paid work therefore represents more than just the income it provides. It contributes to quality of life both positively and negatively' in part due to its fundamental role in influencing 'identity and social interactions (Mariya, et al., 2019). The International Labor Organization ILO (2015) and the European Union (EU) have long-standing commitments to improving working conditions and job performance. There exists a strong interaction between Employees' Performance and Physical Workplace Environment. The Physical Environment at work is critical to Employees' Performance, satisfaction, social relations, and health. The environmental conditions at the Workplace are important factors which has an influence on the employees' morale and job satisfaction and hence their Performance Satyendra (2019).

How well the Workplace engages an employee impacts their desire to learn skills and their level of motivation to perform. In a world of increasingly global competition among organization and even among countries; the good performance of human resources is needed. Research Suwati & Gagah (2016) have shown that the main goal of work for someone is not only to get the salary, but to reach self-satisfaction.

Employee performance is the most significant interest nowadays, and it is affected by the Workplace environment in many ways Mwendwa, et al. (2017). It can play a positive or negative role depending on prevailing Physical conditions in the workplace environment. Employee's

performance is influenced by a lot of aspects such as: motivation, workplace environment, and leadership in the agency. Regrettably, workplace environments are not without impediments to these lofty aims, the problem is not lack of the institutions and firms, but the poor environment delivery and poor management by the owners. However, since every organization is a combination of people, it might be logical that people's performance is, therefore, organizational performance Dost, et al. (2011). Employee Performance is among the critical factors that contribute significantly to organizational success. Learning organizations play important role in enhancing Employee Performance through providing trainings and developments for their employees Dahkoul (2016).

In Africa, workplace is given priority since it is the major driver of employee performance African Union (2014). The African Union Extraordinary Summit on Employment and Poverty Alleviation in Africa Union (2014) overwhelmingly endorsed the ILO's Decent Work Agenda with an emphasis on the creation of quality jobs observed that Employee Performance is the outcome of all cumulative actions that an employee performs using his skills, abilities, and knowledge for a particular situation or task during a given time frame (Prasetya & Kato, 2011). The Kenyan government for example, acknowledges that work environment has both positive and negative effects on the psychological and welfare of employees. Over the years there has been poor performance in the public sector, thus hindering service delivery which affects the realization of sustainable economic growth (Gitonga, 2015). The working environment involves several elements that influence on how the employees undertake their work. The recently formed county governments in Kenya have been facing the problem of poor service delivery which can be attributed to employee low productivity (Nderitu, 2019).

In Uganda, evidence shows that Workplace impacts much work performance in terms of job quality, productivity and job accomplishment (Lukwago, 2019). To motivate workers, firms have put into practice several activities such as performance-based pay, employee involvement, recruiting agreements, practices to help balance work and family life as well as various forms of information sharing. Nationally, the workplace environment affects employee morale, Performance, and engagement- both positively and negatively. It is not just a twist of fate that new programs addressing lifestyle changes, work life balance, health, and fitness previously that were not considered key benefits are now primary considerations of potential employees, and common practices among the most admired companies. Viewing employee performance historically,

it can be concluded that the pre-occupation in literature with workplace environment employee and its consequences on employee performance in this regard has obscured the analysis of labor reforms and led to a distorted view of the causes of poor employee performance. Therefore employee performance today like two centuries ago has continued to be a challenge.

### **1.1.2 Theoretical background**

The study is grounded on Weiss and Cropanzano's Affective Events Theory (AET) which explains the link between internal influences and their reactions to incidents that occur in their Workplace Environment that affect Employee Performance, organizational commitment, and job satisfaction Phua (2012). Affective events theory (AET) is an industrial and organizational psychology model developed by organizational psychologists Howard M. Weiss (Georgia Institute of Technology) and Russell Cropanzano (University of Colorado) to explain how emotions and moods influence job performance and job satisfaction. The model explains the linkages between employees' internal influences (e.g., cognitions, emotions, mental states) and their reactions to incidents that occur in their work environment that affect their performance, organizational commitment, and job satisfaction. The theory proposes that affective work behaviors are explained by employee mood and emotions, while cognitive-based behaviors are the best predictors of job satisfaction. The theory proposes that positive-inducing (e.g., uplifts) as well as negative-inducing (e.g., hassles) emotional incidents at work are distinguishable and have a significant psychological impact upon workers' job satisfaction. This results in lasting internal (e.g., cognition, emotions, mental states) and external affective reactions exhibited through job performance, job satisfaction, and organizational commitment.<sup>[3]</sup>

Alternatively, some research suggests that job satisfaction mediates the relationship between various antecedent variables such as dispositions, workplace events, job characteristics, job opportunities, and employee behavior exhibited while on the job (e.g., organizational citizenship behaviors, counter-productive work behaviors, and job withdrawal) (Okiria and Davis et al., 2018). To that end, when workers experience uplifts (e.g., completing a goal, receiving an award) or hassles (e.g., dealing with a difficult client, reacting to an updated deadline), their intention to continue or quit depends upon the emotions, moods, and thoughts associated with the satisfaction they derive from their jobs.

Other research like Humphries (2015) has demonstrated that the relationship between job satisfaction and turnover is fully mediated by intention to quit; workers who report low job

satisfaction are likely to engage in planned quitting. However, this relationship does not account for employees who report high job satisfaction, but quit unexpectedly. Although extrinsic rewards, such as better job offers outside their current organization, may influence their decisions, employees' personality factors may also impact their decisions to exit early from otherwise ideal jobs under ideal working conditions.

But Weiss and Cropanzano's Affective Events Theory (AET) has its limitations which include its limited ability to explain the precise mechanisms linking workplace events to individual differences in affect, a tendency to rely on cross-sectional studies that restrict causal inferences, and potential ambiguities in defining and measuring affective states versus cognitive judgments like job satisfaction. While AET highlights the importance of affect, some research indicates a less-than-ideal model fit in certain tests, suggesting that crucial factors influencing affect and behavior may be missing from the original framework (Al-Omari & Okasheh, 2017). AET doesn't fully explain how and when specific workplace events trigger certain emotions or moods, nor how these affect subsequent cognitive and behavioral outcomes. It provides a weak theoretical basis for predicting how contextual, cognitive, motivational, or individual factors might moderate the relationship between workplace events and affective states. Much of the empirical research on AET uses cross-sectional designs, which make it difficult to establish causal relationships between variables, providing only a snapshot of effects at a single point in time.

The strength of Weiss and Cropanzano's Affective Events Theory (AET) lies in its ability to explain how specific work events trigger emotional reactions that influence employee attitudes and behaviors over time. AET provides a comprehensive framework by detailing the impact of stable work environment features on event frequency, the direct effects of these discrete events on emotions, and the subsequent influence of these emotions on job satisfaction, performance, and organizational commitment. The theory was adopted by the study because of its clear distinction between affect-driven and cognition-driven behaviors, its recognition of how stable features influence events, and its utility in linking work conditions to varied employee outcomes.

### **1.1.3 Conceptual background**

The interrelationship between employees and the workplace environment make up the term "workplace environment" (Kohun, 2018). This environment is made up of the

physical space, the immediate surrounds, the professional relationships, the culture, the resources, the behavioral norms, and the place of employment (Kohun 2018), and all these factors all have an effect on how employees carry out their jobs. Employee performance is impacted by workplace environment quality, which in turn affects an organization's competitiveness. Making the workplace appealing, pleasant, satisfying, and inspiring for employees is a key component of efficient working environment management. This will instill a feeling of purpose and pride in the employees' work (Humphries, 2015). Employees are often satisfied when they feel their immediate environment; emotional and physical conditions are in line with their responsibilities (Farh, 2017).

Work environment summarizes the workspace, ventilation, lighting, acoustics of the office and natural light access. The physical work environment contributes to both the functional and aesthetic aspects; the office's interior design and ambiance enhance employee skill and demand higher output. Additionally, the temperature and comfort level have an impact on employees' health. The way that employees' workstations are set up in an office environment leads them to think in highly constrained ways. The physical layout of the workspace greatly influences how the workers carry out their duties (Al-Omari & Okasheh, 2017). The physical workplace has an impact on how people interact, complete tasks and how they are handled at an organization (O'Neill, 2017).

While employee performance is how effectively and efficiently an employee carries out their job duties and responsibilities, contributing to the company's overall goals. It's measured by the quality and quantity of their work, and organizations use it to assess an individual's contribution, provide feedback, identify areas for development, and ensure alignment with strategic objectives (Bakker & Demerouti, 2018)

Normally, the relationship between the work environment and employee performance is positive, but there are also those who argue that employee performance is not really influenced by the work environment. Take the example of a scientific article by Zhenjing et al. (2022) which explained that the work environment has a positive effect on performance. On the other hand, Rachman (2021) clarified that a bad work environment actually triggers a decline in employee

performance. By analogy, if the work environment (physical and non-physical) gets better, it will increase employee performance

According to Memon et al. (2023) and Veronika et al. (2024), employee performance is the level of achievement of responsibilities and tasks given to employees as measured by quantity and quality within a certain range. Likewise, Eliyana et al. (2019) responded that employees who have a great commitment to their work are employees who have high performance, as employees who actively participate in skill development, focus their energy on career development, do extra work, and minimize the tendency to leave their jobs. Specifically, employee performance in the public sector in this study is punctuality in providing services, functions to facilitate routines in providing work environment that conducive for public staff at Soroti referral hospital. Adopting Lundgren et al. (2021), the indicators for measuring employee performance include: 1) analytical techniques, 2) personality, 3) communication skills, 4) creativity, and 5) integrity. Each indicator has a different definition. First, analytical techniques are intelligence in collecting, filtering information, and solving problems. Second, personality is interactions between employees which are reflected in behavior and politeness. Third, communication skills are communication techniques between employees. Fourth, creativity represents employee innovation in completing work. Fifth, integrity is seen as an employee's obligation to always uphold a code of ethics and moral principles

#### **1.1.4 Contextual background**

The hospital was established in the mid-1920s as a treatment centre for syphilis. It was elevated to a district hospital in 1978 and it became a referral hospital in 1996. Soroti Regional Referral Hospital is governed by a 19-person board. Soroti Regional Referral Hospital is a public hospital in Soroti, Uganda, serving as a referral center for the Teso region. It is one of Uganda's 13 Regional Referral Hospitals and a designated internship hospital for medical graduates. The hospital provides various services including inpatient, outpatient, and specialized care, with a focus on reducing morbidity and mortality from diseases like HIV/AIDS, TB, and malaria. Soroti Regional Referral Hospital, located in Eastern Uganda, serves as a pivotal healthcare institution within the region, providing essential medical services and specialized care to a diverse patient population. As a referral hospital, it plays a critical role in the healthcare system, addressing complex medical cases and offering advanced treatment options that are often not available at lower level health facilities.

The hospital is actively involved in research initiatives aimed at improving health outcomes in the community. Recent studies conducted by its medical professionals have focused on various pressing health issues, including sickle cell disease, severe childhood malaria, and the management of anemia in children. These research efforts not only contribute to the global body of medical knowledge but also inform local healthcare practices, ensuring that treatments are tailored to the specific needs of the population. In addition to its clinical services, Soroti Regional Referral Hospital engages in community health education, preparing local populations to better understand and manage health challenges, including emerging diseases such as COVID-19 and any subsequent outbreaks. The institution emphasizes a collaborative approach to healthcare, working alongside various stakeholders to enhance surgical capacity and improve access to the care for all patients.

Despite of the above commitments, poor work environment in Soroti Regional Referral Hospital, characterized by issues like heavy workloads, lack of resources, and a hostile atmosphere, significantly harms healthcare worker performance by leading to burnout, increased stress, and lower job satisfaction, which in turn may result in decreased quality of care, increased medical errors, and higher staff turnover. These negative outcomes may be closely linked to worse patient outcomes and safety, highlighting the crucial need for improved working conditions to support both healthcare professionals and the patients they serve (Memon et al., 2023, Veronika et al., 2024). Given the depth and severity of poor performance of employees in Africa and elsewhere, improving workplace environment will not be enough without attention to labor reforms and eliminating barriers that constrains employees from improving their work performance. Additionally, there is no single comprehensive author survey regarding the effect of work environment non-employee performance at Soroti referral hospital in Soroti district and this has contributed to limitations and distortions in literature, a gap this study sought to address.

## **1.2 Problem statement**

Favorable workplace environment guarantees the wellbeing of Employees as well as enables them to exert themselves to their roles with all energy that may translate to higher performance Taiwo (2020). In pursuance of improving Workplace Environment, Public institutions have focused on three aspects of Workplace Environment: Physical Environment, Psychosocial Environment and Work life balance. According to the (Hospital Annual Report, 2021), The Management of Soroti Regional Referral Hospital has invested in improving the Workplace

Environment for Health Workers by; ensuring that Health Workers have breakfast served in their respective stations, standardizing office layout and design, clarifying roles and supporting them in other aspects of life and providing them with new and up to style uniforms every year. Despite that, there are reports, (Auditor General's Report, 2022/2023 ) about the declining Performance of Public Health Workers in Soroti Regional Referral Hospital, mainly attributed to Hazardous waste disposal, poor patient admission environment, poor healing environment, poor staff accommodation environment, incidences of inadequate health facility for persons with disability, inadequate medical equipment, shortage of health workers leading to long working hours for some staff and delays in accessing healthcare services. The concerns concerning Performance of Public Health Workers worsens when the citizens complain about the government drugs selling by Health Workers, increasing absenteeism by health workers and the situation seems to be worsening as the number of Health workers being disciplined for Poor Performance is on the increase (Hospital Annual Report, 2023).

If the above situation is not investigated and addressed, accessing quality referral health care would be at stake therefore, it is upon the above that the study set out to investigate how Workplace Environment influences Performance of Public Health Workers in Soroti Regional Referral Hospital.

### **1.3 Purpose of the study**

To examine the effect of workplace environment on employee performance of public health workers in Soroti Regional Referral Hospital

### **1.4 Specific Objectives**

- I. To examine the effect of physical environment on employee performance of public health workers in Soroti Regional Referral Hospital
- II. To assess the effect of psychosocial environment on employee performance of public health workers in Soroti Regional Referral Hospital
- III. To examine the effect of work life balance on employee performance of public health workers in Soroti Regional Referral Hospital

## **1.5 Research Questions**

- I. What is effect of physical environment on employee performance of public health workers in Soroti Regional Referral Hospital?
- II. What is the effect of psychosocial environment on employee performance of public health workers in Soroti Regional Referral Hospital?
- III. What is the effect work life balance has a significant effect on employee performance of public health workers in Soroti Regional Referral Hospital?

## **1.6 Scope of the study**

### **1.6.1 Content Scope**

The study focused on Workplace Environment and Employee Performance of Public Health Workers specifically looking at Workplace Environment situations which include; Physical Environment, Psychosocial Environment and Work life balance and Employee Performance such as Target realization, Timeliness and Quality of Service of Public Health Workers.

### **1.6.2 Geographical scope**

The study was carried out in Soroti Regional Referral Hospital. Soroti Regional Referral Hospital, commonly known as Soroti Hospital is a hospital in the city of Soroti, in Soroti District, in Eastern Uganda. It is the referral hospital for the districts of Amuria, Bukedea, Kaberamaido, Kapelebyong, Kumi, Ngora, Serere and Soroti. Soroti Hospital is located in the central business district of the city of Soroti, about 102 kilometres (63 mi), by road, northwest of Mbale Regional Referral Hospital, in the city of Mbale. This is approximately 123.5 kilometres (77 mi), southeast of Lira Regional Referral Hospital, in the city of Lira. Soroti Regional Referral Hospital is located about 294 kilometres (183 mi), by road, northeast of Mulago National Referral Hospital, in Kampala, Uganda's capital city. The coordinates of Soroti Regional Referral Hospital are: 1°42'58.0"N, 33°36'47.0"E (Latitude: 1.716111; Longitude: 33.613056).

### **1.6.3 Time scope**

This study was carried out basing on findings and data about Workplace Environment and Employee Performance of Public Health Workers in Soroti Regional Referral Hospital operating between 2020 and 2025. This is the period when citizens of Soroti raised complaints about the

poor performance of Public Health Workers of Soroti Regional Referral Hospital (Hospital Annual Report, 2022/2023).

### **1.7 Justification of the study**

Oyintola, et al. (2013) did research on Work Environments and Job Performance of Librarians in Public Universities in South-West Nigeria and this research is on Workplace Environment and Employee Performance of Public Health Workers in Soroti Regional Referral Hospital. Nanzushi (2015) Wrote on the Effect of Workplace Environment on Employee Performance but in Mobile telecommunication firms in Nairobi County and my study was on Workplace Environment and Employee Performance of Public Health Workers at Soroti Regional Referral Hospital in Uganda. Chandrasekar (2011) did research on Workplace Environment and its impact on Organizational Performance where descriptive research design was used in collecting data from the respondents but this study used a Cross sectional research design.

### **1.6 Significance of the study**

After the successful conduction of the study entitled Workplace Environment and Employee Performance, the findings benefited the following stakeholders.

Findings may help the management of Soroti Regional Referral Hospital to know what they are supposed to do to improve the Workplace Environment for their employees thus fulfilling the Hospital's mission, vision and strategic objectives.

The study may add to existing literature on workplace environment and the factors that impact Employee Performance.

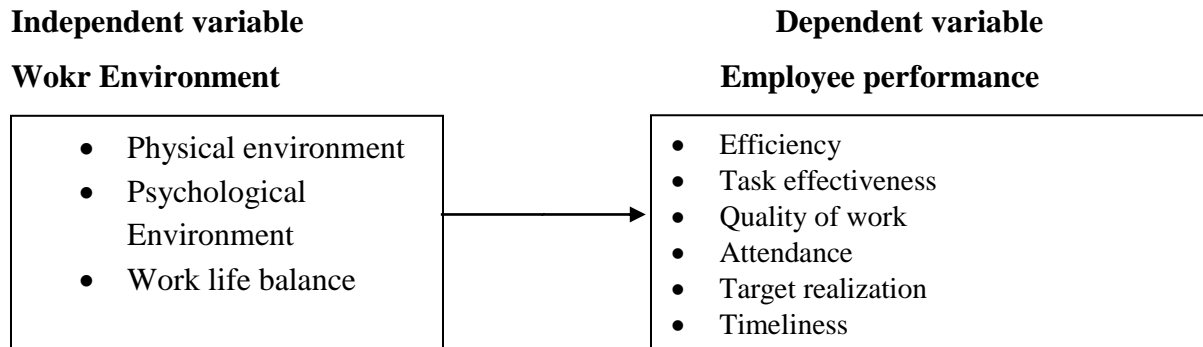
Scholars in human resource practice may use the study as reference for further research on the topic or related topics.

The study may also help in developing existing theories by coming up with new dimensions in which the theories should be viewed. Through explanation of the existing theories, the study may enhance continuation of these theories

## 1.7 Conceptual framework

A Conceptual framework is a set of coherent ideas or concepts organized in a manner that makes them easy to communicate to others (Amin, 2005). Robinson (2014) further defines a conceptual framework as a diagrammatical representation that shows the relationship between independent variable, the dependent variable as well as the moderating variables.

**Figure 1: Conceptual framework showing the relationship between the two variables.**



**Figure 1: Conceptual Framework**

**Source:** Haneen & Khaled (2017), Lia, (2019), Sean (2020) and modified by the researcher (2025)

It was conceptualized that Employees' Physical Environment consisting of office lay out, office design and furniture, Psychosocial Environment comprising of supervisor support, role congruity and quality of leadership, Work life balance consisting of shared responsibility, work schedule and leave schemes enhances Employee Performance containing of target realization, timeliness and quality of service moderated by Organizational Culture consisting of vision, values, working language and employee attitude.

## 1.8 Definition of key terms

### Workplace Environment

Oswald, et al. (2015) defines Workplace Environment as the physical geographical location such as offices which involves factors like air quality, noise level, employees' welfare, or even adequate parking. Workplace Environment in this study is understood to mean the designed workstation in terms of Physical Environment, Psychosocial Environment and Work life balance.

### Physical Environment

The physical work environment is where individuals live, learn, work and play. People interact with their physical environment through the air they breathe, the water they drink, the homes in which they live and the transportation they use (Walker, 2019).

### **Psychosocial Environment**

Psychosocial Environment is defined by Glonti, et al. (2016) as 'the environment that influences an individual's behavior through promoting a sense of social control through the creation of social norms. Psychosocial Environment is understood in terms of mental wellness of Employees and their ability to perform their work attributed by supervisory support, role congruity and quality of leadership.

### **Work Life Balance**

Work-life balance was addressed by Murugan & Jayanth (2017) as the degree to which the effectiveness and satisfaction experienced by a person in terms of his work and family roles are agreed to his role priorities of life at certain point in time.

### **Employee Performance**

Employee performance is defined as how an employee fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output. Lia (2019)

Employee Performance in this study is the engagement in terms of target realization, timeliness, attendance, efficiency and effectiveness and quality of service.

## **1.9 Chapter summary**

This chapter presents the background of internal policies and its effect on work environment on employee performance in Soroti referral hospital. This section provides context, justification, and credibility by outlining previous knowledge, highlighting the relevance of the study, and engaging the reader with the research problem's history and significance. It establishes a foundation for the research study, helping to define the problem, identify existing gaps in knowledge, and guide the study's design

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter presents a comprehensive review of literature on the study under investigation following the objectives of the study in their chronological order.

#### **2.1 Theoretical Review**

##### **2.1.1 The Affective Events Theory (AET)**

The theory was advanced by Weiss & Cropanzano (1996), Phua (2012). The Affective Events Theory explains the link between employees' internal influences and their reactions to incidents that occur in their work environment that affect their performance, organizational commitment, and job satisfaction. It proposes that positive inducing as well as negative emotional incidents at work have significant psychological impact on employees' job performance. The impact results into lasting reactions exhibited through job satisfaction, organizational commitment, and job performance. Research suggests that poor physical, mental, and emotional health can result from negative emotions experienced at work. This may be due to perfectionist dispositional tendencies that interact with daily hassles manifested through psychosomatic complaints. Workers who experience frequent thoughts of needing to be perfect tend to report more psychosomatic complaint. Emotions play an important role in how co-workers respond to poor performers. Emotions have a stronger influence than either expectancies or attributions in predicting behavioral intentions toward poor performing team members at work. In turn, this could spread to affect the emotions of other team members toward poor performance.

Ashkanasy & Humphrey (2017) asserts that Workplace Environment generate 'affective events' that cause emotional reactions in organizational members which, in turn, determine members' attitudes, behaviors and thus determine performance. Therefore, the theory provides insights into the reasons why employers should concentrate much on the workplace environment; physical and psychosocial since it is a major driver of employee performance.

In addition, the work environment provides a series of stimulus of affective experiences as according to Weiss & Cropanzano (1996) therefore, managers should be given guidance on how

to arouse employees' positive affective experiences and reduce their negative affective experiences through policy making and effective leadership. Affective event theory (Weiss and Cropanzano 1996) plays a significant role in service research as it suggests that work events act as proximal causes of employees' affective activities and draws a link between incidents that occur in employees' workplace to their affective reactions, performance, and work attitudes. According to the affective events theory (AET) Phua (2012), emotions are critically important to how employees handle workplace situations.

The theory states that there is a relationship between the employees' internal influences (such as emotions) and their reactions to incidents that happen during their workday that affect their performance, job commitment, and long-term job satisfaction. However, the theory explains that there are both positive and negative occurrences during the workday that can affect an employee's emotions and job satisfaction. AET is about how the work environment emotionally affects workers and does not consider any outside influences. For example, if an employee's child is sick at home that would not be part of the AET definition, since it is outside of work.

### **2.1.2 Systems Theory**

Systems theories are based on the belief that individuals do not operate in isolation, but rather grow and develop in interaction with their physical and social environment. Systems theories derive from general systems theory, which explores the parts of a system that interconnect and interact to make a complete whole Teater (2014) within social work, systems can constitute individuals, couples, families, communities, organizations, society, and the world. Systems theories hold that each system should be viewed as consisting of several elements that make the system a functional whole, and each system should be viewed in relation to the other systems that can cause a change or reaction within the main system. For example, when working with clients, social workers should consider the bio-psycho-social aspects of the client by looking at physical and psychological functioning, social relationships, and community or societal structures that impact on the client.

The life model Gitterman & Germain (2008) of social work practice was greatly influenced by system theories as well as the person-in-environment perspective. Snyder (1997) asserts that both of which examine how social work is a unique discipline, in that it focuses on the point where individuals interact with their environment. Such systems theories aim to move social work

practice away from focusing solely on the individual, such as with development theories, psychodynamic theories, and behavioral theories, and instead focus holistically on the individual within her/his environment (often referred to as human behavior in the social environment). Consideration of the environment includes the physical space, the social context, and the individual's culture and history.

Family systems theory adapted the main concepts of general systems theory in understanding and working with families. The family is viewed as a system with each family member playing a critical part. Family systems theory holds that a change in one part of the family system will create a change in other parts of the family system, yet this is often variable depending on the boundaries of the family, the patterns, messages and rules of the family, and the family's responsiveness to change Sharf (2011). The aim of systems theories is to create homeostasis, or a favorable person–environment fit, in that the individual interacts and responds to her/his environment where interactions and change are contributing to growth and development and social functioning.

Systems theories are useful to social work practice as they provide a theoretical basis for assessing a client holistically by examining all the systems within her/his environment. Such theories are primarily used in assessment and intervention stages of social work practice where the social worker assesses the client holistically by considering psychological, biological, and social functioning, as well as assessing the interaction of other systems within the client's environment, particularly those that could be contributing to the presenting problem. Based on the assessment, underpinned by systems theory, the social worker determines which system needs the intervention. Systems Theory's main weaknesses include overly broad scope making it difficult to determine what to focus on, lack of specific solutions for complex problems, difficulty translating findings into actionable interventions, complexity and abstraction leading to abstract rather than practical guidance, potential for oversimplification of intricate dynamics, and a limited capacity to address power structures and conflicts. Additionally, it can be slow to generate definitive bodies of research and may not be sufficient for highly specialized individual care.

### **2.1.3 Herzberg Two Factor Theory**

The two-factor theory was advanced by Fredrick Herzberg in 1959 and it explains the relationship between Workplace Environment and Employee Performance. Herzberg (1986) Developed motivational model for job satisfaction and through research he found that the job-related factors can be divided into two categories, Hygiene factors and motivation factors. Hygiene factors can not cause satisfaction, but they can change dissatisfaction into no dissatisfaction or short-term motivation, whereas motivational factors have long lasting effect as they raise positive feelings towards job and convert no dissatisfaction into satisfaction. In the absence of hygiene factors (that are working conditions, supervision quality and level, the company policy and administration, interpersonal relations, job security, and salary) the employee's chances of getting dissatisfied increase (Abdul & Raheela, 2015).

Two-Factor Theory of Herzberg (1986) introduced more factors to measure how individuals are motivated in the Workplace. This theory argued that meeting the lower-level needs (extrinsic or hygiene factors) of individuals would not motivate them to exert effort but would only prevent them from being dissatisfied. To motivate employees, higher-level needs (intrinsic or motivation factors) must be supplied. The implication for organizations to use this theory is that meeting employees' extrinsic or hygiene factors will only prevent employees from becoming actively dissatisfied but will not motivate them to contribute additional effort toward better performance. To motivate employees, organizations should focus on supplying intrinsic or motivation factors (Mayumi, et al., 2017)

A main point to be noted from Herzberg theory was that he perceived motivational and hygiene factors to be separated into two different dimensions affecting separate aspects of job satisfaction. This belief was very much different from the traditional approach of viewing job satisfaction and dissatisfaction as opposite ends of the same continuum Herzberg (1986).Hygiene factors prevent dissatisfaction, but they do not lead to satisfaction. They are necessary only to avoid bad feeling at work. On the other hand, motivators are the real factors that motivate employees at work. Although the two-factor theory can be said to be a truly outstanding specimen for it to last a long period of time without disapproval. Herzberg's Two-Factor Theory has limitations which included the self-serving bias in his research methodology, where employees attribute satisfaction to internal motivators and dissatisfaction to external factors, neglecting that some factors, like salary, can influence both. The theory is also criticized for its

limited sample, potential cultural bias, and the assumption that all individuals are motivated by the same factors, failing to account for individual differences and the subjective nature of work. Finally, it incorrectly assumes a clear separation between job satisfaction and dissatisfaction and may underestimate the impact of workplace environment on overall motivation. The theory's basis in interviews where employees were asked about positive and negative work experiences led to a self-serving bias, where individuals tended to take credit for satisfaction (attributing it to internal motivators) and blame external hygiene factors for dissatisfaction.

## **2.2 Empirical Review**

### **2.2.1 The concept of employee performance**

Employee performance defined by. Among those, factors of Workplace Environment play an important role towards the Employees' Performance. Employees' performance level is depending on the quality of the employees' workplace environment which are the job aid, supervisor support and the physical workplace environment. These three factors determine how the employees' get engaged or attached to the organization Chandrasekar (2011). Employee Performance is the most significant interest nowadays, and it is affected by the Workplace Environment in many ways Mwendwa, et al. (2017).

Performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization, Gitahi, et al. (2015). Employee performance is a major multidimensional construct aimed to achieve results and has a strong link with planned goals of an organization, Hameed & Waheed (2011). Job performance also may be affected by organizational factor such as company size, level of authority and type of client, Kusworo, et al. (2015). The study found that the level of power recorded the most influential element towards the outcome of a project's manager performance. Yielding an appropriate amount of authority may be effective because it provides the best interest to make decisions as well as to demonstrate a required degree of authority to be success in deliberating the duties. Al-Anzi (2009) suggested that the organizations can improve job performance through controlling employees' behaviors. To motivate the employees to perform their task well, employers should implement a reward system based on the performance of the employees.

However, Sajida, et al. (2010) argued that conceptualizing employee performance is challenging due to undefined or conflicting goals, leading to misaligned expectations and unclear performance criteria. Subjectivity and bias can distort evaluations, while the complexity of tasks and the influence of personal or organizational factors (like engagement or toxic environments) make it difficult to isolate individual contributions and accurately measure performance. Additionally, limitations in data, resources, and time hinder effective performance management systems.

### **2.2.1 Physical Environment and Employee Performance**

Sitepu et al. (2020) conducted a study to investigate the effects of physical and non-physical workplace environments on employee performance and satisfaction. The study was carried out in Indonesia and involved 102 employees from various industries. The physical workplace environment was measured by factors such as lighting, noise level, temperature, and air quality, while the non-physical workplace environment was measured by factors such as job autonomy, social support, and work-life balance. The study found that both physical and non-physical workplace environments had significant effects on employee performance and satisfaction. Although Sitepu et al findings were good, his research failed to account for employee control over their environment or adequately consider the interplay between the physical, psychological, and social aspects of the workplace when predicting performance. Additionally, his study was done in a developed country where the workplace environment may be different from local governments in Uganda's context which formed the basis for the current investigation

Badayai & Abdul (2012) found that the physical environment at work is critical to employees' performance, satisfaction, social relations, and health. It is generally understood that the physical design of offices and the environmental conditions at Workplaces are important factors in organizational performance. It will be able to put forward several factors that are included in the Workplace Environment and its effects on job performance. Badayai & Abdul gave good recommendations; however, their study had a tendency to find only weak relationships, inconsistent methodologies such as using unvalidated scales, conflating different environmental and psychological factors, and reliance on indirect evidence rather than direct links between workplace environment to performance outcomes of public healthworkers.

In Sri Lanka, Premarathne (2020) explored the influence of physical environment on employee performance in the garment sector. The goal of this study was to investigate how employees' physical working environments affected their performance on the job. 150 employees from the Sri Lankan district of Anuradhapura were chosen at random as the sample. Structured questionnaire will assist in the data collection. The data analysis employed univariate, bivariate, and multivariate techniques. SPSS was utilized to conduct the analysis. The descriptive data showed that several businesses in the garment sector do not have a favorable physical environment. Furthermore, outcomes showed that physical environment and its supporting variables positively and significantly impacted employees' performance on the job. The results of this study, however, cannot be applied to Uganda because it was carried out in Sri Lanka on garment sector while the current study is on work environment and employee performance in public sector particularly Soroti referral hospital.

Temessek (2019) examined the degree to which people's perceptions of the employment environment met their social, extrinsic, and intrinsic demands, as well as their motivation for working with the company. According to the study, if employers provide their staff with a supportive environment, they will be extremely satisfied, show a high degree of loyalty to the business, and have lower turnover rates. However, this study failed to indicate whether environment influences employee performance hence the need for the current study to determine otherwise. And also Temessek did find only weak positive relationships between physical environment factors (like temperature or noise) and employee performance, with some relationships being inconsistent or unreliable.

Ismail, et al. (2010), opine that the conditions of physical workplace environment influence the Employees' functions and it will determine the well-being of organizations. They add that the physical work environment includes the internal and external office layout, temperature, comfort zone and the work setting or arrangement. Amir (2010) mentions elements that related to the Workplace Environment. There are two main elements which are the office layout plan and the office comfort. Amir (2010) also stated that a physical workplace is an area in an organization that is being arranged so that the goal of the organization could be achieved.

Kegel (2017) Conducted office environment experiments to measure the effects of noise in open office environments. Results indicated that participants were less motivated, more tired, and

remembered fewer words in high noise environments as compared to low noise environments. Ajala (2012) Concluded that quality lighting can reduce fatigue and eye strain as well as improve overall well-being. Obviously, a more open environment results in less privacy for employees. Laurence, et al. (2013) Studied the relationship between architectural privacy, personalization of the work area, and well-being. They concluded that there was a negative relationship between the level of privacy and emotional exhaustion, and that a lack of personalization intensifies the negative effects. The takeaway for management is that as the physical office environment moves more and more toward open and multi-purpose spaces, the need for personalization, even temporary personalization increases. Peschl & Fundneider (2012) Suggest that the physical workspace can be orchestrated to create 'enabling spaces' which support, encourage, and facilitate the innovation process, especially radical, game-changing innovation.

Weber, et al. (2014) Studied organizations from a wide range of industries to understand how spatial configurations can be designed in organizations to produce specific outcomes, like innovation or performance. Socio-metric badges were used to measure interaction in the workplace environment and how components such as density and proximity impact the organization. Interestingly, Weber, et al. (2014) concluded that face-to-face interactions were the most important activity in the office environment. However, Weber, et al. (research designs focus on indirect links between environmental factors and outcomes, rather than establishing a clear, direct causal relationship with performance.

Noise defined as unwanted sound, is the most common complaint in workplaces. Companies today tend to use an open-office design to increase teamwork, productivity, and communication; however, researchers' studies indicate that these open interactive spaces boost noise in the workplace. Al-Omari and Okasheh (2017) looked into how the physical environment affected work performance. They studied 85 personnel at an engineering firm in Jordan, and their findings showed that the main work environment characteristics that have an adverse effect on job performance are situational constraints made up of elements including noise, office furniture, ventilation, and light. However, Al-Omari and Okasheh study focused on the initial setup of a workspace, overlooking how workers might adjust or adapt to it, which can influence performance. .

Sehgal (2012) found that regardless of fit out design or building type, daylight, is the number one wanted natural feature in the workplace as researchers always discovered that exposure to natural

light in an office space impacts employees' quality of life. The amount of light needed in the workplace depends on the kind of tasks being performed, either outdoors or indoors, or when they are performed, in the day, or at night. There is a general lack of understanding by Sehgal about which specific environmental features employees desire control over and how this desire impacts performance.

The impact of physical environment on a company's productivity was examined by Saidu in 2021. All 70 personnel of Nigeria Central Bank, Jalingo Branch, who are permanent employees, made up the study's population. To create a sample frame of 60, the probability sampling technique was used. The data gathering tool was a verified and reliability-tested. The foundation for data analysis was a frequency and percentage table presentation of the collected data. The results showed that a large physical work area boosts employee productivity. Employee productivity rises in a setting where appropriate equipment is readily available. However, this study combined different physical and psychological variables into single measures, making it difficult to isolate the specific impact of the physical environment on performance.

Beijer & Iris DE (2013) studied the relationship between employee expectations of the physical workplace environment and job satisfaction. Results indicated that an office environment that exceeds expectations does not improve satisfaction. However, Beijer & Iris DE used scales that have not been properly validated to measure the physical environment or psychological health, which can lead to inaccurate conclusions.

### **2.2.2 Psychosocial environment and employee performance**

In Nandi County, Kenya, Koskei (2021) examined the nexus between psychological climate and employee performance within the government ministries. The research design used was explanatory. The sample size of 144 employees was selected by employing stratified random sampling from target population, which consisted of the 240 employees from the ministries in Nandi County. To obtain primary data, structured questionnaire was deployed. Study findings established that the psychological climate influences job performance positively and significantly. Although Koskei findings were good, he focused on a narrow range of psychological factors like stress or anxiety, but failed to capture the impact of

the physical environment on other performance-related outcomes such as burnout or overall psychological distress.

In Nigeria's federal colleges, Oyewole and Popoola (2019) investigated how psychosocial factors affected library staff members' performance on the job. The study used a cross-sectional design. The 195 library employees were all covered by the total enumeration approach. Data were gathered using a questionnaire with the tags self-concept, work-family conflict, job satisfaction, job stress, and job performance of library workers scale (SWJJLS). The results showed a significant interaction between independent factors (self-perception, work-family tension, job satisfaction, and stress at work) and library staff performance at work. It was discovered a significant relationship between self-concept, job satisfaction, work-family conflict, and stress on library staff members' job performance. However, Oyewole and Popoola used cross-sectional designs that prevent establishing cause-and-effect, reliance on subjective self-reported data that can be biased, the challenge of defining and measuring diverse psychosocial stressors and job performance aspects consistently, and the exclusion of broader organizational or societal factors that also influence the relationship.

The organization is also now a major consideration as they attempt to spur exceptionally high performance Smith (2010). The Psychosocial factor of Workplace Environment is generally considered to be one of the most important issues in contemporary and future societies. They refer to the interactions between the environment and working conditions, organizational conditions, functions and content of the work, effort, workers' individual characteristics and those of members of their families (Vischer, 2007). However, Smith and Vischer, used cross-sectional approaches, which captures data at a single point in time. This design cannot establish a cause-and-effect relationship between the psychosocial environment and employee performance, hindering a deeper understanding of the long-term dynamics.

Storey et al., (2016), asserts that transformational leadership style which is composed of ideals, influence, inspirational motivation, intellectual stimulation, and individualized consideration is one of the most effective leadership styles. These components of transformational leadership provide high performance and impact highly on employee satisfaction. A common critique of

Storey and colleagues is the heavy reliance on subjective, self-reported data, which can be distorted by individual response styles, personality traits, or social desirability.

There is also pragmatic oriented leadership which emphasizes on leadership of equality between the leaders and subordinates. All members of the organization have equal and same law, information and perspective and the role of the leader is facilitating the formation of the organization Duckett & Macfarlane (2003). This kind of leadership is most successful. Successful leadership is therefore very vital for the effectiveness of any organization and employee performance. While Duckett & Macfarlane used instruments to measure the psychosocial work environment, there is often a lack of consensus in their findings on absolute cut-off points and standardized definitions for various psychosocial stressors and performance indicators.

A supervisor in factory setting 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, Nijiman (2002). Therefore, according to Nijiman, as an experienced factory leader, the supervisors have always been involved in conducting a training program. The training program conducted are such as establishing the objectives, selecting the trainer, developing a lesson plans, selecting the program method and techniques that is being used, preparing the materials, scheduling the program and also conduct a training needs analysis. Nijiman Study often focused on specific sectors or types of organizations (factory), which limits the generalizability of their findings to other contexts.

Zurkani & Mokhdum (2018) 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 support could lead to the employees' performance but there is a case that the supervisor had failed in supporting their employees. For example, the miscommunication between employees and the supervisor in term of delivering the information or process on the job to the employees. However, Zurkani & Mokhdum failed to consider the broader context, such as upstream determinants like economic conditions, precarious employment, and cultural factors (e.g., leadership styles, power distance), which can moderate or influence the psychosocial work environment and employee outcomes.

### **2.2.3 Work life balance and employee performance**

Weideman & Hofmeyr (2020) found that a person can live a life that is happy, healthy, and successful when there is work-life Balance. Flexible working hours include job-related schedules that ensure that the concerned staff can have a work-life balance. This comes in handy when the staff is allocated time off and annual leaves for their mental and physical health purposes. In support of the above finding, Davidescu et al., (2020) argued that staff values considerate working timelines such that they allow various breaks to attend to other matters like meals, resting, and social interactions. It is a paramount aspect when staff can work in an institution that is cognizant of the fact that there is more to life than just working. However, Weideman & Hofmeyr as well as Davidescu and colleagues failed to acknowledge that the relationship between work life balance and performance is complex, involving numerous interacting variables. Researchers struggle to fully capture and predict how various stressors and environmental factors interact to influence performance. Therefore, there is a need for more research into the specific mechanisms that link work life balance to employee performance, especially in Soroti referral hospital of Uganda

Preena and Preena (2021) studied whether work-life balance influences employee performance in shipping company located in Sri Lanka. Questionnaires were employed to gather primary data for a quantitative research. Books, journals, and articles were utilized to gather the study's secondary data. Data analysis comprised descriptive and also inferential statistics. A significant link between employee performance and work-life balance was discovered. Then, the regression analysis verified that work-life balance influenced employee performance significantly. However, Preena and Preena narrowly focused on specific industry (shipping company), reliance on self-reported data that may be biased, a tendency to measure only positive effects without exploring other relationships or negative outcomes, and difficulty in establishing causality due to confounding factors like motivation or work environment.

Harter and Aror (2017) suggested that a company that implements work-life balance will have a high degree of employee happiness, which transfers into their engagement and retention. Employees appreciate working in environments where their employer has put in place procedures that allow them to lessen conflicts between their personal and professional lives. Employees will be able to manage their demands from work and home by establishing flexible workplace conditions. Women who are mothers

and workers are extremely attracted to the job, so employers must develop rules that cater to the needs of all employees. However, Harter and Aror neglected the employee's perspective on what constitutes balance, failing to account for cultural or individual differences.

Breitenecker, et al. (2018) argued that a person can live a life that is happy, healthy, and successful when there is work-life balance. Work-life Balance has indeed become a primary concern to those wishing to have good quality of life. The notion of Work-life Balance has been described by many, and for the majority, work encompasses the venue of official tasks to be accomplished by individual while executing a given job. Accordingly, life encompasses a collection of activities not related to work for instance household chores and childcare. In this regard, balance is achieved when there is harmony between work and life. However, Breitenecker, et al. study struggled to isolate the effect of work-life balance on performance, as factors like work motivation, job satisfaction, and the general work environment also influence both.

Ngozi (2017) conducted research on employee performance and work-life balance in commercial banks within Lagos State. This study used descriptive survey research approach, and Taro Yamane's formula yielded sample size of 262 from population of 759. Results found that employee capability to provide services efficiently and effectively is influenced by leave regulations, consequently work-life balance policies are essential for raising employee productivity. However, collecting data from large sample sizes like Ngozi did possess high potential for participant attrition or survey fatigue, and the risk of findings being statistically significant but practically insignificant due to tiny effect sizes.

Annan (2020) researched on whether work-life balance influences employee performance. Seventy five workers of Ghana Audit Service in Cape Coast were surveyed using a pre-planned questionnaire as part of the study's correlational research methodology assumption. The responses were examined utilizing the linear regression, independent sample test, mean, standard deviation, and independent sample procedures. The study found that stress, work overload, and erratic work schedules are contributing to an unbalanced work-life balance. Additionally, it was observed that employee performance is significantly impacted by work-life balance. Additionally, it was demonstrated that there exists no appreciable differences between the work-life balance of men and women on the audit staff. However, looking at Annans' findings, It's

difficult to prove that work-life balance directly causes improved performance. A weak positive relationship doesn't necessarily mean causation, and the relationship might be bidirectional or influenced by external factors.

In Kenya, Abdulkadir (2018) assessed work-life balance effect on employee performance using descriptive research method. The research in Cabinet Affairs Office gathered 70 respondents using a simple random sample procedure. Semi-structured questionnaire was employed to obtain main data. The research found that employee performance in the Cabinet Affairs Office was impacted by work-family considerations. Additionally, it was discovered that demands of the job interfered with family life. The study also showed that many workers had to adjust their schedules in order to fulfill their family obligations due to the high demand of the job. Abdulkadir study used questionnaires where employees report their own perceptions of WLB and performance, which can lead to bias and inaccurate results.

Helmle, et al. (2014) found that work-life Balance has been viewed as crucial to both organizations, and it has indeed been found to greatly contribute to the improvement of productivity of married employees which in turn impacts the performance of organizations in positive manner. Effective policy of work-life balance embraced by the organization allows the employees to socialize with the community while assuring that cost and turnover are under control and productivity is improved. Helmle, et al. research was be limited by focusing on specific groups (e.g., unmarried employees, specific age groups, or certain professions), which may not be representative of the broader workforce.

Gupta (2013) found that work–life balance involves proper prioritizing between "work" (career and ambition) on the one hand and "life" (Health, pleasure, leisure, family, and spiritual development) on the other. Related, though broader, terms include "lifestyle balance" and "life balance". Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Observing the day to day lives of many employees, two main issues to be addressed to achieve work life balance are time and stress. Managing these two variables is the secret of a perfect work life balance. Thus, formula of work life balance:  $\text{Work life balance} = \text{Time management} + \text{Stress management}$  as derived by Gupta (2013). However, Gupta study failed to explore whether work life balance policies align with employees' actual needs or if they simply provide a facade without real support and their

findings overlooked situations where work life balance initiatives are insufficient or create conflict, potentially leading to emotional challenges and health issues for employees.

### **2.3 Research gaps**

Weaknesses in studies on workplace environment impacts on public health worker performance include challenges in identifying a causal link, the complexity of isolating workplace factors from broader socioeconomic and political influences, and a lack of standardized methodologies for assessing both workplace environment and performance across different contexts. Studies often struggle with diverse contexts and differing definitions of "performance," making broad recommendations difficult, and may lack longitudinal data to track changes over time. Many studies show correlations between a positive work environment and improved performance, but establishing direct causality is difficult due to the many interconnected factors at play. Studies may use different metrics to measure performance, such as productivity, error rates, or job satisfaction, which can make comparisons and synthesis difficult and also Standardized tools and methods for measuring the workplace environment and performance are not always used, which can affect the validity and reliability of study findings. This study therefore examined the effect of workplace environment on employee performance of public health workers in Soroti Regional Referral Hospital.

### **2.4 Chapter summary**

This chapter establishes the context and theoretical framework for a research study, identifies gaps in existing knowledge, prevents duplication of effort, and guides the development of research questions and hypotheses by providing a comprehensive overview and critical analysis of previous scholarly work on a topic. It also helps to establish the significance and credibility of new research by situating it within the broader academic conversation and demonstrating the researcher's familiarity with the field. It summarized and synthesized existing research, providing background information and context for the new study and situating it within the current body of scholarly work. By reviewing what has already been studied, researchers can identify areas where knowledge is lacking, inconsistent, or unresolved, helping to formulate a focused and relevant research question.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction.**

Creswell & William (2007) defines methodology as the systematic theoretical analysis of the methods applied to a field of study. This chapter highlights the methods the Researcher used in carrying out the research and their rational. Focus based on the research design, area of the study, study population, sample size, sampling techniques, data collection methods, quality control methods, data management and processing, data analysis, ethical considerations, limitations, and conclusion.

#### **3.1 Research Design.**

Research design is an overall plan for the methods to be used to collect and analyze the data of a research study Hair, et al. (2006). The study adopted mixed methods approach. Mixed methods approach is a research approach whereby researchers collect and analyze both quantitative and qualitative data within the same study as according to Allison & Smith (2017). A mixed methods approach is appropriate for answering research questions that neither quantitative nor qualitative methods would answer, and mixed methods approach provide opportunities for participants to have a strong voice and share their experiences across the research approach.

The researcher used cross sectional research design. A cross-sectional study involves looking at data from a population at one specific point in time as according to Spector (2019).The researcher used Cross sectional each design because the participants in this type of study are selected based on particular variables of interest, It can provide information about what is happening in a current population, The study takes place at a single point in time, It does not involve manipulating variables, It allows researchers to look at numerous characteristics at once (age, income, gender, etc.), It's often used to look at the prevailing characteristics in a given population.

#### **3.2 Area of the study.**

The study area of this research was Soroti Regional Referral Hospital in Soroti District. Soroti Regional Referral Hospital was selected due to its geographical location and the existed factors

that Public Health Workers encountered in attaining their job. This study targeted Public Health Workers as far as their performance was concerned.

### 3.3 Study Population.

A population refers to all elements, individuals or units that meet the selection criteria for a group to be studied, and from which a representative sample is taken for detailed examination Odiya (2009). A target population of this study was all Public Health Workers of Soroti Regional Referral Hospital a finite figure of 140 (Hospital Annual Report, 2024). The sample size was arrived using Robert Krejcie and Duluth Daryle Morgan, 1970.

**Table 3.1 Showing study population and selection**

No	Category of population	Population
1	Hospital Administrator	1
2	Doctors	16
3	Nurses	65
4	Mid-wives	21
5	Laboratory technicians	5
6	Sanitation	12
<b>Total</b>		<b>120</b>

**Source: primary data (2024)**

### 3.4 Sampling procedures

Sampling is a procedure, process, or technique of choosing a sub-group from a population to participate in the study Valerie (2012) According to Ateenyi (2008) sampling refers to the selection of a smaller group or sub-group obtained from the accessible population. Inuwa (2016) defines sampling as a procedural selection of part of the target population to represent the whole.

Amin (2005) asserts that it is often impossible to study the whole target population, therefore, in this study, the researcher selected a representative sample of the entire population. This helped the researcher to ensure efficiency, effectiveness and accuracy in the data collection process given the fact that the scope of operation was limited as emphasized by Yin (2017).

The study adopted a purposive random sampling in selecting the sample because it is effective in exploring anthropological situations where the discovery of meaning can benefit from an intuitive approach.

### 3.4.1 Sample size.

Kothari (2004) defines a sample as a small group of respondents drawn from a population about which a researcher is interested in getting the information to arrive at a conclusion. A sample of 92 respondents was selected out of 120 Public Health Workers because they were considered to represent and having vital information for the study by virtue of their positions. The sample size was determined using Krejcie and Morgan’s table (1970).

**Table 3.2 Sample Size and Sampling Techniques**

No	Category of population	Population	Sample size	Sampling techniques
1	Hospital Administrator	1	1	Purposive
2	Doctors	16	13	Simple random
3	Nurses	65	49	Simple random
4	Mid-wives	21	17	Simple random
5	Laboratory technicians	5	5	Simple random
6	Sanitation	12	7	Simple random
<b>Total</b>		<b>120</b>	<b>92</b>	

**Source: Soroti referral hospital (2024)**

### 3.4.2 Sampling techniques.

The sampling technique refers to the method used in obtaining samples from a population in a way that the sample selected will help determine a stated hypothesis regarding the population as stated by Cooper & Schindler (2013). Sampling is the process of selecting enough elements from the population by studying the sample and understanding the characteristics.

In this study, purposive and simple random sampling techniques were used in collecting data whereby the entire population was divided into homogeneous stratum

### **3.4.3 Purposive sampling.**

In this study, purposive sampling techniques were used in collecting data whereby the entire population was divided into homogeneous stratum. Purposive sampling was used on hospital Administrator and laboratory technicians because they had more knowledge on the working environment of the hospital.

### **3.4.3 Simple random.**

A random sample sampling techniques was used all other categories of the population namely, doctors, nurses, mid-wives and sanitation. The goal was to obtain a sample that is representative of all the target population. The major benefits of sampling techniques are that it makes research easier and efficient in terms of time and costs. Whilst the benefits of the sample size obtained are that it would be easier to conduct interviews over time but can still be managed by an individual.

## **3.5 Sources of data**

During this study, the researcher used both primary and secondary sources in gathering data from the field of study.

### **3.5.1 Primary Sources.**

Primary data was collected from Public health workers of Soroti Regional Referral Hospital using Questionnaire and Interview methods of data collection, to obtain the perceptions of respondents on the topic under study.

### **3.5.2 Secondary Sources.**

This included review of official policy documents, journals, financial reports, seminar papers, filed documents, office memos, and other related documentations that were available at the researcher's disposal. This helped the researcher to capture relevant data on what other authors have previously written, regarding Workplace Environment and Employee Performance.

## **3.6 Data Collection Instruments**

These are the tools the Researcher employs in the process of data collection in study for efficient and effective data collection.

### **3.6.1 Questionnaire**

A questionnaire is defined as a survey instrument intended to self-administered questions Manheim & Richard (1997) and further emphasized that a questionnaire is an information gathering technique that gathers information, attitudes, beliefs, behavior, and characteristics from selected respondents that the Researcher wishes to measure.

The structured questionnaire was developed using the 5 Likert scale measures; Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. Questionnaire was chosen because all the respondents are considered literate and could answer it at the time and place of convenience while following their busy schedules.

### **3.6.2 Interview guide**

The researcher conducted face to face interactions with respondents. The interview, schedule or guide was structured in a way that each respondent was asked the same questions. The researcher kept on probing depending on how the face-to-face interaction was flowing.

## **3.7 Data Collection Methods**

### **3.7.1 Interviewing**

Interviewing as a method of data collection was preferred because facial expressions and the entire body language (gestures) add meaning on the oral responses. Another justification for the method is that it calls for in depth collection of qualitative data and it is less costly Sarantakos (2005). The targeted respondents here were Hospital Administrator, Doctors, Human resource manager among others which helped the researcher get a more in-depth understanding of individual experiences, and enabled respondents express themselves better.

### **3.7.2 Survey Questionnaire**

A questionnaire is defined as a survey instrument intended to self-administered questions Manheim & Richard (1997) and further emphasized that a questionnaire is an information gathering technique that gathers information, attitudes, beliefs, behavior, and characteristics from selected respondents that the Researcher wishes to measure.

### 3.8 Measurement of variables

The questionnaire was divided into three sections, A through C. The questions in Section A (demographic characteristics of respondents) were developed on the nominal scale which serves as a label or tag to identify objects, properties, or events. The questions in Section B (Independent Variables) and Section C (Dependent Variables) were developed on the ordinal scale which is a ranking scale and possess the characteristic of order. The scale helped to distinguish between items according to a single attribute and direction Munn, et al. (2014) Questionnaire statements were formulated and arranged on a Likert scale from which the respondents were required to choose from options 1 to 5 where 1 represents strongly disagree, 2 represents disagree, 3 represents not sure, 4 represents agree and 5 represents strongly agree.

According to Fisher (2004), a questionnaire is used because it is easy to administer, not so expensive, and helped to collect unbiased data. The nature of the questions were in form of structured and close ended questions where by a 5 Likers scale of measurement was on close ended questions based on a scale of strongly agree (5), agree (4), unsure (3), disagree (2), strongly disagree (1). Questionnaires were used because they allowed respondents to provide firsthand information which is free of bias and it is also easy to use.

**Table 3.3 Likert Scale, Coding, and Interpretation**

<b>Scale</b>	<b>Coding</b>	<b>Mean</b>	<b>Interpretation</b>
Strongly agree	5	4.20-5.00	Very high
Agree	4	3.40-4.19	High
Unsure	3	2.60-3.39	Moderate
Disagree	2	1.80-2.59	Low
Strongly disagree	1	1.00-1.79	Very low

**Source: Primary Data (2024)**

### 3.9 Data Quality Control

The researcher ensured that there are some measures to control the quality of the data collected from the data collection instruments. Quality control was considered through Validity and Reliability.

### 3.9.1 Validity

According to Saunders, et al. (2015) validity of an instrument refers to the extent to which the data collection instrument used in the study will measure what it intends to measure. To ensure validity of information, the content validity of research instruments was determined using the viewpoints of the panel of experts. In qualitative content validity method, content experts and target group's recommendations are adopted on observing grammar, using appropriate and correct words. However, in the quantitative content validity method, confidence was maintained in selecting the most important and correct content in an instrument, which is quantified by content validity ratio. The researcher also assessed the content validity by using the content validity index (CVI) to further ascertain the validity. A formula whereby the number of relevant items was divided by the total number of items on the questionnaire was adopted, to compute the content validity index (CVI) thus,

$$(CVI) = \frac{\text{Number of relevant items}}{\text{Total number of items}} \times 100\%$$

Total number of items

$$CVI = \frac{25}{32} \times 100\%$$

32

$$CVI = 78\%$$

$$CVI = 0.78$$

The researcher ascertained that the research instrument/tools that were used were valid by looking at the result obtained after calculating the content validity index (CVI). This result was acceptable by Amin (2005) and (Mugenda & Mugenda, 2003) who contended that for a research tool to be considered valid, Content Validity Index (CVI) should be greater or equal to 0.7.

### 3.9.2 Reliability

Reliability of an instrument is the ability of the instrument to collect data consistency under similar conditions Odiya (2009). To ensure reliability of the tools, the questionnaires were pre-tested to ensure errors were highlighted and rectified. The researcher conducted a pretest with health workers in Kitovu Hospital to avoid using respondents and the researcher pretested the tools by interviewing ten respondents from Kitovu hospital which constitute 10% of the sample size. Data collection tools were tested, piloted, and refined. In addition, the questionnaires were edited on receipt from the field and any missing information was rectified immediately. This helped the Researcher to get information that was necessary for the study as well as obtaining respondents' compliance depending on the questions asked. The most common internal

consistency measure is Cronbach's alpha ( $\alpha$ ), it typically varies between 0 and 1, and where 0 indicates no relationship among the items on a given scale, and 1 indicates absolute internal consistency Tavakol & Dennick (2011). Alpha values above 0.7 are generally considered acceptable and satisfactory, above 0.8 are usually considered quite good, and above 0.9 are considered to reflect exceptional internal consistency [Cronbach, 1951). Hence the alpha reliability coefficients for items testing the variables in this study are indicated in the Table 3.1 below.

**Table 3.4 Showing Pretest Alpha reliability confidents for the variables of the study**

No.	Item tested for reliability	Number of questions on each objective	Cronbach's Alpha Index
1.	Physical Environment	8	0.758
2.	Psychosocial Environment	8	0.571
3.	Work life balance	7	0.660
4.	Employee Performance	9	0.901
<b>Average value of reliability</b>			<b>0.720</b>

Source: Primary data (2024)

### 3.10 Data analysis

Data analysis is a process of gathering, modeling, and transforming data with the goal of highlighting useful information, suggesting conclusions, and supporting decision making Wellman, et al. (2006).Statistical Package for Social Scientists (SPSS) application software tool was used in the analysis phase. Descriptive statistics which include frequencies, mean, standard deviation and percentages was applied to establish patterns and trends for easy understanding and interpretation of the findings. Data collected was reported using frequency tables.

### **3.10.1 Qualitative Data Analysis**

The qualitative data analysis was done using Narrative Analysis approach. This method involves the reformulation of stories presented by respondents considering context of each case and different experiences of each respondent Robinson, et al. (2014). This was done at two stages; first, data was recorded verbatim and the verbatim quotes were used to illustrate typical and varied voice recordings from the respondents, particularly those who participated in interviews. Secondly, data was transcribed and recorded using emerging themes. Data was interpreted by composing explanations and substantiating them using the respondents open responses, then conclusions were made on how different variables were related. Qualitative Data Analysis (QDA) was used to gain deep, nuanced insights into human experiences, behaviors, and complex phenomena by uncovering the "why" behind actions and perspectives, rather than just the "how many" or "how often". It provided context and detail that quantitative data alone cannot, allowing for the development of new theories, the generation of hypotheses, and the discovery of unforeseen patterns and solutions in fields like social sciences, healthcare, and market research.

### **3.10.2 Quantitative Data Analysis**

Prior to the analysis, the data was checked for errors if any, to reinforce validity, consistency, and completeness of responses. The data was then coded and analyzed using the statistical software package, SPSS. Quantitative data was analyzed using descriptive statistics and correlation analysis. Descriptive statistics were used to analyze data relating to background information using Mean, Percentages, Standard Deviation, Frequencies and Tables. Descriptive statistics method was also used to determine Workplace Environment and Employee Performance of Public Health Workers in Soroti Regional Referral Hospital. Further, Correlation analysis and Regression analysis were used to analyze the relationship and effect of Workplace environment and employee Performance of Public Health Workers in Soroti Regional Referral Hospital to determine the contribution of one variable and its effect on another. Quantitative data analysis was used to provide objective, verifiable, and actionable insights by analyzing numerical data to identify patterns, test hypotheses, and make predictions. Its benefits included enabling informed decision-making, allowing for comparisons across different groups or segments, supporting the generalization of findings to larger populations, and providing a foundation for replicating studies to ensure scientific integrity. It provided data-driven, numerical outcomes that reduced subjective interpretation and bias, leading to more reliable results

### **3.11 Ethical considerations**

The following ethical considerations were looked at by the researcher during the research.

#### **3.11.1 Informed consent and voluntary participation**

The researcher sought consent from the respondents to involve in the research not just forcing them to participate. Informed consent is the basis of ethical research (Denzin & Lincoln, 2011). The people participating in the study were made aware of what the study was about, its purpose, usage of the data, and any consequences that could arise from it (Fleming, 2018). The researcher furnished the respondents with information on the reason for the research and the procedure of collecting data. The participants were allowed enough time to ask questions and have any concerns addressed. The respondents exercised free will in deciding whether to participate in research activity or not. All people to be involved in the research were given written informed acceptance.

#### **3.11.2 Confidentiality**

Confidentiality is looked at by Walford(2005) to mean information that is private and is not to be divulged to others. Whatever has been said in confidence must remain confidential. The researcher assured the respondent that information offered by the respondent was not to be passed on to another party (third party) without consent of the respondent. Their identity and response were made confidential and anonymised through the use of numbers or through pseudonyms.

#### **3.11.3 Anonymity**

Anonymity, termed more appropriately as pseudonymity, is defined by Wiles (2013) as a major means used by the researcher to safeguard the confidentiality of responders by using pseudonyms. Anonymisation is one of the kinds of confidentiality, comprising of identity concealment of research responders (Saunders, Kitzinger, & Kitzinger, 2015). The researcher ensured that all respondents are anonymous implying that their identities are not known and not salient in the study. Withholding the identity of respondents is a guarantee that their statements are authentic (Taylor, 2015).

#### **3.11.4 Plagiarism**

The researcher ensured that all written work was original and without any borrowed and manipulated texts, results or even expressions. The researcher made sure that, all words and publications of the author were given their due acknowledgement (Mugenda & Mugenda, 2003). The researcher subjected the written works to plagiarism software and made sure it was 20% or less compliant of plagiarism material.

#### **3.10 Chapter summary**

This chapter provided a detailed explanation of how a research study was conducted, allowing readers to understand and evaluate its validity, reliability, and replicability. It acts as a roadmap, detailing the specific methods and procedures used for data collection and analysis, thereby demonstrating the rigor of the study and providing readers with the necessary information to assess its findings and potentially reproduce the work. It showcases the study's integrity by explaining the methods used, which allows readers to judge if the results are trustworthy and if the research is sound. By providing a thorough account of the steps taken, the methodology section may allow other researchers to understand the process and potentially replicate the study to verify its results. The chapter further explained why certain methods were chosen and how they align with the research questions and objectives, providing a clear rationale for the approach. Therefore, methodology section answered the fundamental question of "What did you do, and how did you do it?" to support the credibility and scientific merit of the research findings.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.0 Introduction

This chapter provides a data presentation, analysis, and discussion of findings according to the three objectives of the study. The first section presents the response rate, the second presents the background information and the third section is the discussion of findings in relation to specific objectives which were: To examine the effect of Physical Environment on the Performance of Public Health Workers in Soroti Regional Referral Hospital, To assess the effect of Psychosocial Environment on the Performance of Public Health Workers in Soroti Regional Referral Hospital and To examine the effect of Work life balance on the Performance of Public Health Workers in Soroti Regional Referral Hospital. This chapter presents descriptive and inferential quantitative data. The descriptive results from questionnaires are in form of means and standard deviations. The inferential data is presented in form of correlations and regressions to show the nature of relationship and magnitude of the effect that the independent variable has on the dependent variable. Furthermore, this chapter presents qualitative results from interviews, in form of quotations and narrative themes as per respondents' views regarding the study objectives.

#### 4.1 Response Rate

The study population was 120 Public Health Workers in Soroti Regional Referral Hospital and the study sample size was 92. The study administered 92 questionnaires to the respondents and a total of 87 completed questionnaires were received back, representing 77% response rate.

$$\text{Response rate} = \frac{71}{92} \times 100 = 77\%$$

According to Mugenda & Mugenda (2003), a response rate of 50% is adequate when quantitative data is collected. Therefore 77% was a good response for the study and suggests that the survey results were representative of the survey population.

#### 4.2. Demographic characteristics of study respondents

In this section, the researcher presents the profile of the 71 respondents only that filled the questionnaire. Gender, age, duration, and education level of the respondents are presented to appreciate their background characteristics and assess whether each category was well represented in the study.

The study sought to establish the different categories of respondents based on their roles and duties in the business. The findings of the various categories of respondents are presented in Table 4.1

**Table 4.1 Demographic characteristics of the respondents**

<b>Response rate</b>			
<b>Sample population</b>		<b>Actual participants</b>	<b>percentage</b>
<b>92</b>		<b>71</b>	<b>77%</b>

<b>Age</b>		
25-35 years	16	22.50%
35-44	20	28.25%
45-54	17	23.90%
55 years and above	18	25.35 %
<b>Total</b>	<b>71</b>	<b>100</b>
<b>Gender</b>		
Male	29	40.85%
Female	42	59.15%
<b>Total</b>	<b>71</b>	<b>100</b>
<b>Education qualifications</b>		
Certificate	10	14.10%
Diploma	23	32.4%
Degree	27	38%
Masters	11	15.50%
<b>Total</b>	<b>71</b>	<b>100</b>
<b>Length of Work of the Participants within referral hospitals</b>		
5 years and below	10	14.08%
6-10 years	20	28.16
11-15 years	18	25.35

16-20 years	13	18.30%
20 years and above	10	14.08%
<b>Total</b>	<b>71</b>	<b>100</b>
<b>Category of respondents</b>		

Category		Frequency	Percent
1	Hospital administrator	1	1.4
2	Doctors	10	14
3	Nurses	35	49.29
4	Mid-wives	20	28.16
5	Laboratory Technicians	3	3.57
6	Sanitation	3	3.57
<b>Total</b>		<b>71</b>	<b>100.0</b>

Source: *Primary data (2025)*

### **Respondents by age**

Respondents were requested to indicate their age so as assess the distribution of age amongst the respondents and the findings are presented in Table 4.1

Table 4.3 shows that the highest number of respondents, 20 (28.25%) were 35- 44 years, whereas 16 (22.50%) were 25 – 34 years, 17 (23.90%) were 45 - 54 years and only 18 (25.35%) were 55 years and above. This suggests that all the age groups were represented in the study, giving an implication that majority of the respondents were within a mature and productive age thus answers provided by them give a true picture of the issue that was investigated.

### **Respondents by Gender**

Respondents were requested to indicate their gender, to assess whether both genders were well represented in the research study. The findings are presented in table 4.1. Table 4.1 shows that both male and female respondents participated in the study, with the females constituting the majority, 42 (59.15%) whereas the males constituted the minority, 29 (40.85%). The findings imply that there were more female respondents as compared to females.

### **Education Level of Respondents**

Respondents were also requested to indicate their highest levels of education to assess their ability to understand the study and the findings are presented in Table 4.1.

Table 4.1 shows that the largest number of respondents 27 (38 %) possessed Degrees, whereas 23 (32.4%) possessed Diplomas, 11 (15.10%) possessed master's and only 10 (14.1%) possessed Certificates. This suggests that the respondents possessed sufficient education levels to understand the questions in the questionnaire and the questions in the interview guide and thus provided useful and objective responses to the study

### **Length of work of r respondents' in Soroti referral hospital**

Respondents were also requested to indicate their duration at the Workplace to assess whether they had stayed long enough to appreciate how Workplace Environment influences Performance of Public Health Workers in Soroti Regional Referral Hospital and the findings are presented in Table. Table 4.1 shows that the largest number of respondents, 20 (28.16%) had 6-10 years' work experience, whereas 10 (14.08%) had below 5years, 18 (25.35%) had 11 – 15 years, 13(28.36%) had 16 – 20 years10 (14.08%) had over 20 years. This suggests that most of the respondents had over 5 years working at Soroti referral hospital a period long enough for one to appreciate how workplace environment influences performance of public health workers in Soroti Regional Referral Hospital.

### **Categories of respondents of the study**

The findings revealed that most of the respondents were nurses 35(49.29%) compared with mid wives at 20(28.16%), Doctors at 10(14%) and then Laboratory Technicians at 3(3.57%) and sanitation department was 3(3.57%) as indicated on table 4.1 above. The implication of this finding is that most of the workers in Soroti Regional Referral Hospital are nurses because nurses are easy to maintain as full-time employees and they are involved in almost all hospital work unlike doctors who come in for specialized cases..

### **4.3 Employee performance**

The descriptive statistics below was interpreted basing on the Likert scale [strongly disagree (0.5-1.4), Disagree (1.5-2.4), Neutral (2.5-3.4), Agree (3.5- 4.4) and strongly Agree (4.5- 5.0).

**Table 4.2 Descriptive statistics on employee performance**

<b>Particular Statements</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>Std. D</b>	<b>Comment</b>
I have been able to achieve the set targets due to the support of my supervisors.	3 (4.2%)	4 (5.6%)	3 (4.2%) )	39 (54.9%) )	22 (31%)	1.97	.985	Low
I am able to work hard and achieve my targets due to the comfortable furniture in my office.	6 (8.5%)	7 (9.9%)	0 (0%)	42 (59.2%) )	16 (22.5%)	2.23	1.161	Moderate
I am able to plan and write down what I want to achieve in a given period due to the support of my supervisors.	2 (2.8%)	34 (47.9%) )	2 (2.8%) )	33 (46.5%) )	0 (0%)	3.07	1.033	Moderate
I am able to meet my timelines due to my clear roles and responsibilities	23 (32.4%) )	32 (45.1%) )	6 (8.5%) )	8 (11.3%) )	2 (2.8%)	3.93	1.060	High
I am able to develop my work plan to meet the intended target on time.	12 (16.9%) )	33 (46.5%) )	7 (9.9%) )	14 (19.7%) )	5 (7%)	3.46	1.193	High
I am able to estimate my time better due to role congruity.	2 (2.8%)	3 (4.2%)	11 (15.5%) )	33 (46.5%) )	22 (31%)	2.01	.949	Low
I able to offer quality service to patients due to supervisory Support	2 (2.8%)	3 (4.2%)	6 (8.5%) )	37 (52.1%) )	23 (32.4%)	1.93	.915	Low
I rarely quarrel with patients due to the quality service i offer them	2 (2.8%)	3 (4.2%)	6 (8.5%) )	35 (49.3%) )	29 (40.8%)	1.79	.909	Low

Patients rarely complain about my service at the hospital.	2 (2.8%)	7 (9.9%)	9 (12.7%)	30 (42.3%)	23 (32.4%)	2.08	1.052	Low
<b>Average overall Mean and standard deviation</b>						<b>2.49</b>	<b>1.028</b>	<b>Moderate</b>

*Source: Primary data (2025)*

**0.00-1.00 Very Low, 1.10-2.00 Low, 2.10-3.00 Moderate, 3.10-4.00 High, 4.10-5.00 Very High**

From the above table 4.2, the overall average mean obtained was 2.94 and standard deviation of 1.028 which was rated moderate implying that employee performance at Soroti referral hospital among public health staff was moderate with five of the measures used scoring low performance with a mean of 1.79 and 2.01

On whether staffs are able to work hard and achieve their targets due to the comfortable furniture in their offices, the respondent's disagreed (71%) to this statement with a mean of 1.97. The standard deviation value of 0.985 which was rated low. This implies that the majority were of the view that they are not able to achieve their targets due to the uncomfortable furniture in their offices. According to the hospital administrator, creating a favorable Workplace Environment motivates the employee in that he/ she feels compensated for the work he /she renders to the hospital. This means that when health workers have comfortable furniture, they are able to think, plan and execute their work thus improving Performance.

Regarding whether are able to plan and write down what they want to achieve in a given period due to the support of their supervisors, there was mixed responses .Respondents who agreed (46.5%) with a mean value of 3.07 and standard deviation value of 1.033 which was rated moderate implying that this aspect was moderately practiced.

The respondents also agreed to the statement that workers are able to meet their timelines due to their clear roles and responsibilities, with a mean value of 3.93. The standard deviation value of 1.060 indicates that the individual response value is too close to the mean making the results valid. This means that the majority were of the view that they are able to meet their timelines due to their clear roles and responsibilities.

On the issue of whether staffs are able to develop their work plan to meet the intended target on time, the respondents agreed to the statement with a mean of 3.46. The standard deviation value

of 1.193 indicates that the individual response value is too close to the mean making the results valid. This implies that the majority were of the view that they are able to develop their work plan to meet the intended target on time.

On whether staffs are able to estimate their time better due to role congruity, majority of the respondents disagreed (76.5%) with a mean value of 2.013. The standard deviation of 0.949 explains that the individual responses were too small to invalidate the results. This means that the majority were of the view that they are not able to estimate their time better due to role congruity.

Respondents also disagreed to the statement that staff is able to offer quality service to patients due to supervisory support. The mean value was 2.08. The standard deviation of 1.052 reveals that individual responses implying that this aspect was poorly practiced in Soroti referral hospital. This indicates that the majority were of the view, that they are not able to offer quality service to patients due to supervisory support.

Respondents further disagreed to the statement that staffs rarely quarrel with patients due to the quality service they offer them. The mean value was 1.79. The standard deviation of 0.909 explains that this aspect was not properly practiced in Soroti referral hospital

Results from the interview were also analyzed and were varied depending on the respondent. Some of the views were in agreement with the quantitative analysis and others were in disagreement as detailed below:

One interviewee said that:

*“Employees are encouraged to make monthly work plans specifying their roles and responsibilities and they revised by heads of department which guides them on what they are supposed to do on each day they report on duty”.*

Another respondent said *“During an interview with one of the respondents, it was revealed that the high number of responses could be attributed to regular meetings held at departmental levels where health workers are able to explain their challenges encountered during their work”*

Employees' performance level is depends on whether they are able to plan and write down what they want to achieve in a given period due to the support of their supervisors (Chandraseka, 2011).

#### 4.3.2 Physical Environment and employee performance

To what extent do you agree with the following aspects of *Physical Environment*?

(Where: 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=strongly disagree).

**Table 4.3 Descriptive Statistics on Physical Environment**

Particular Statements	SA	A	N	D	SD	Mean	Std. D	Comment
My office has adequate space that enables me perform my work effectively.	0 (0%)	1 (1.4 %)	13 (18.3 %)	31 (43. 7%)	26 (36.6 %)	1.85	0.768	Low
I am happy with my office design-(open., half open, noise free)	24 (33. 8%)	24 (33. 8%)	7 (9.9%)	10 (14. 1%)	6 (8.5%)	3.23	1.085	High
I am comfortable with the atmosphere (air, light, pollution) at my work place.	0 (0%)	0 (0%)	9 (12.7 %)	24 (33. 8%)	38 (53.5 %)	1.59	0.709	Low
I work in an environment with social support which makes me perform my work without any disturbances.	12 (16. 9%)	33 (46. 5%)	16 (22.5 %)	4 (5.6 %)	6 (8.5%)	3.58	1.104	High
My furniture is comfortable enough to enable me perform my duties without getting tired	0 (0%)	0 (0%)	2 (2.8%)	33 (46. 5%)	36 (50.7 %)	1.52	0.557	Low
My office has good room temperature which	26 (36.)	33 (46.)	8 (11.3)	3 (4.2)	1 (1.4%)	4.15	0.873	Very High

increases my level of performance	6%)	5%)	%)	%)	)			
The air pollution at my workplace is terrible that I can't concentrate and perform my work effectively.	24 (33.8%)	24 (33.8%)	14 (19.7%)	7 (9.9%)	2 (2.8%)	3.58	1.009	High
The brightness of office light at my workplace influences my concentration, alertness and task performance	27 (38%)	40 (56.3%)	2 (2.8%)	0 (0%)	2 (2.8%)	4.27	0.774	Very High
<b>Average Mean</b>						<b>3.17</b>	<b>1.112</b>	<b>High</b>

**0.00-1.00 Very Low, 1.10-2.00 Low, 2.10-3.00 Moderate, 3.10-4.00 High, 4.10-5.00 Very High**

Source: **Primary data 2025**

From the descriptive statistics on table 4.3, an overall average mean of 3.17 and standard deviation of 1.112 which is high implying that physical environment was fairly implemented in Soroti referral hospital. However a number of aspects need management attention such as adequate office space, conducive working office design and better office furniture

On the issue of whether the office has adequate space that enables staffs perform their work effectively, respondents disagreed (80%) to this statement. The mean value was 1.85. The corresponding standard deviation value of 0.768 shows that this aspect was poorly practiced in Soroti referral hospital.

Regarding whether staffs are happy with their office design, respondents agreed (67%)to the statement with a mean value of 3.23 and standard deviation of 1.085. The Standard deviation explains that the respondents did not deviate much in their responses, therefore keeping the results valid. This implies that the majority were of the view that they are happy with their office design.

On whether staffs are comfortable with the atmosphere at their workplace in terms of air, light and pollution, the respondents disagreed (89%), with a mean value of 1.59. The standard deviation of 0.709 explains that was rated low. This indicates that the majority was of the view that they are not comfortable with the atmosphere at their workplace in terms of air, light and pollution.

The respondents also agreed to the statement that whether staffs work in an environment with social support. The mean value was 3.58 and standard deviation was 1.104. The standard deviation explains that the respondents did not deviate much in agreement therefore keeping the results valid. This means that the majority was of the view that they work in an environment with social support which makes them perform their work without any disturbances.

Regarding whether the furniture is comfortable enough to enable them perform their duties without getting tired, the respondents disagreed (97%) to this view. The mean value was 1.52. The variation in the responses shown by the standard deviation of 0.552 which was rated low. This suggests that the majority were of the view that the furniture is not comfortable enough to enable them to perform their duties without getting tired.

Respondents also agreed (83%) to the statement that the office has good room temperature which increases their level of performance, with a mean response of 4.15. However, the standard deviation of 0.873 is still low implying that there were valid results. This means that the majority were of the view that the office has good room temperature which increases their level of performance. They added that the Physical Work Environment includes the internal and external office layout, temperature, comfort zone and the work setting or arrangement

In respect to whether the air pollution at their workplace is terrible that they cannot concentrate and perform their work effectively, the respondents agreed (67%) to the statement with a mean response of 3.58. The standard deviation of 0.009 implied that minimal of the responses were deviating from the average response which could not invalidate the result. This shows that the majority were of the view that the air pollution at their workplace is terrible that they cannot concentrate and perform their work effectively.

Furthermore, on whether the brightness of office light at their workplace influences their concentration, alertness and task performance, respondents agreed, (94%) with mean response of 4.27. It is evident that the individual responses deviate from the mean with a standard deviation 0.774 that is too small to invalidate the results. This implies that the majority were of the view that the brightness of office light at their workplace influences their concentration, alertness, and task performance.

Results from the interview were also analyzed and were varied depending on the respondent. Some of the views were in agreement with the quantitative analysis and others were in disagreement as detailed below:

One interviewee said that:

*“Physical Environment could be attributed to government’s support in terms of provision of staff quarters. It therefore means that Health Workers of Soroti Regional Referral Hospital work in a comfortable Physical Environment which boost their Performance”.*

### **Correlation results for physical environment on employee performance**

**Table 4.4 Correlation results for physical environment on employee performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.915 <sup>a</sup>	.838	.837	.31228	.838	361.610	1	69	.000

#### 4.3.2: Objective two: Psychosocial environment and employee performance

**Table 4.5 Showing descriptive statistics on psychosocial environment and employee performance**

Statements	SA	A	N	D	SD	Mean	Std. D	Comment
My workplace provides a better working environment that makes me perform better.	33 (46.5%)	18 (25.4%)	2 (2.8%)	11 (15.5%)	7 (9.9%)	3.83	1.414	High
My roles and responsibilities are clear to me which makes me perform my work effectively.	4 (5.6%)	8 (11.3%)	6 (8.5%)	21 (29.6%)	32 (45.1%)	2.03	1.230	Low
I can't rely on my supervisor to help me out with a work problem.	34 (47.9%)	28 (39.4%)	2 (2.8%)	2 (2.8%)	5 (7%)	4.18	1.112	Very High
I have a good working relationship with my supervisor	8 (11.3%)	4 (5.6%)	2 (2.8%)	18 (25.4%)	39 (54.9%)	1.93	1.350	Low
Management does not involve staff in decision making	4 (5.6%)	8 (11.3%)	6 (8.5%)	21 (29.6%)	32 (45.1%)	2.02	1.230	Low
Managers inform employees about important decisions, changes or plans.	22 (31%)	32 (45.1%)	2 (2.8%)	4 (5.6%)	11 (15.5%)	3.70	1.377	High
I usually discuss with my supervisor about my development	33 (46.5%)	18 (25.4%)	6 (8.5%)	8 (11.3%)	6 (8.5%)	3.90	1.333	High
My job requires performance of a wider range of tasks.	36 (50.7%)	20 (28.2%)	4 (5.6%)	6 (8.5%)	5 (7%)	4.07	1.246	High

<b>Average mean</b>						<b>3.207</b>	<b>1.287</b>	<b>High</b>
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Source: **Primary data 2025**

***0.00-1.00 Very Low, 1.10-2.00 Low, 2.10-3.00 Moderate, 3.10-4.00 High, 4.10-5.00 Very High***

On the issue of whether staff Workplace provides a better Working Environment that makes them Perform better, the respondents agreed (71%) to this statement, with a mean value of 3.83. The standard deviation of 1.414 explains that the individual responses were too small to invalidate the results this means that the majority were of the view that their Workplace provide a better Working Environment that makes them perform better.

Regarding whether staff roles and responsibilities are clear to them which makes them perform their work effectively, respondents agreed to this statement with a mean of 2.03. The standard deviation of 1.320 reveals that majority of the responses disagreed, (75%) with the statement . This implies that the majority were of the view that their roles and responsibilities are not clear to them which makes them not to perform their work effectively.

On whether staff cannot rely on their supervisor to help them out with a work problem, respondents agreed (88%) with a mean value of 4.18. The standard deviation of 1.112 indicates that the individual data values are still close from the mean value so cannot invalidate the results. This suggests that the majority were of the view that they cannot rely on their supervisor to help them out with a work problem.

The respondents also disagreed (80%) to the statement that staff have a good working relationship with their supervisors, with a mean of 1.93. The standard deviation value of 1.350 explains that the individual responses are still small to validate the results. This indicates that the majority were of the view that they don't a good working relationship with their supervisors.

On the issue of whether management does not involve staff in decision making, the respondents disagreed (74%) with a mean value of 2.06. The standard deviation value of 1.330 still indicates this aspect was rated low .This means that the majority were of the view that management involve staffs in decision making.

The respondents further agreed (76%) that managers inform employees about important decisions, changes, or plans, with a mean value of 3.70. The standard deviation value of 1.377 explains that the individual responses are still small to invalidate the results. This implies that the majority were of the view that managers inform employees about important decisions, changes or plans for the future.

In respect to whether staff usually discuss with their supervisors about their development, respondents also agreed with a mean value of 3.90, and standard deviation of 1.333. The standard deviation indicates that few responses were far from the mean value. This suggests that the majority were of the view that they usually discuss with their supervisors about their development.

Furthermore, on whether staff jobs require performance of a wider range of tasks, respondents also agreed with a mean value of 3.9. It is evident that the individual responses deviate from the mean with a standard deviation 0.6 that is too small to invalidate the results. This means that the majority were of the view that their jobs require performance of a wider range of tasks.

The above findings were supplemented with interviews conducted and the responses were recorded below:

*“whenever a health worker is posted at Soroti Regional Referral Hospital, he/she is attached to a senior staff for mentorship. This therefore means that when a health work is mentored by a supervisor, he/she can know his/her roles and responsibilities thus Performance of a wider range of tasks”.*

**Table 4.6 Correlation results for Psychosocial Environment and employee performance**  
**Model Summary**

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.976 <sup>a</sup>	.952	.952	.17209	.952	1339.851	1	69	.000

**a. Predictors: (Constant), Psychosocial Environment**

Table above shows that R value is 0.967, which represents the simple correlation and, therefore, indicates the degree of correlation. The R<sup>2</sup> value indicates how much of the dependent variable the employee performance can be explained by the independent variable Psychosocial Environment. Therefore, the R<sup>2</sup> value of 0.952 implied that Psychosocial Environment is attributed to the variations of employee performance by 95.2 % which is a strong fit.

#### 4.3.4 Work life balance and employee performance

To what extent do you agree with the following aspects of *Physical Environment*?

(Where: 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=strongly disagree)

**Table 4.7 showing descriptive statistics on work life balance and employee performance**

Particular Statements	SA	A	N	D	SD	Mean	Std. D	Comment
I am able to balance work priorities with my personal life	30 (42.3%)	23 (32.4%)	2 (2.8%)	9 (12.7%)	7 (9.9%)	3.85	1.359	High
I usually take a day off to do something just for myself	27 (38.7%)	27 (38.7%)	4 (5.6%)	11 (15.5%)	2 (2.8%)	3.93	1.150	High
I have enough time for my family members	21 (29.6%)	32 (45.1%)	9 (12.7%)	6 (8.5%)	3 (4.2%)	3.87	1.068	High
My organization recognizes the need for leave in order to give	27 (38%)	21 (29.6%)	4 (5.6%)	11 (15.5%)	8 (11.3%)	3.68	1.412	High

employees time off work to relax and attend also to personal issues.		)	)	)	)			
The demands of my work interfere with my home and family life.	22 (31%)	36 (50.7%)	2 (2.8%)	11 (15.5%)	0 (0%)	3.97	.985	High
The amount of time my job takes up, makes it difficult to fulfill my personal responsibilities.	2 (2.8%)	7 (9.9%)	11 (15.5%)	21 (29.6%)	30 (42.3%)	2.01	1.115	Low
My job is so demanding that I can't even fulfill my other duties.	2 (2.8%)	4 (5.6%)	8 (11.3%)	28 (39.4%)	29 (40.8%)	1.90	1.002	Low
My organization recognizes the need for leave in order to give employees time to attend to personal issues	18 (25.4%)	42 (59.2%)	4 (5.6%)	2 (2.8%)	5 (7%)	3.93	1.033	High
<b>Average mean</b>						<b>3.392</b>	<b>1.227</b>	<b>High</b>

**Source: Primary data (2025)**

**0.00-1.00 Very Low, 1.10-2.00 Low, 2.10-3.00 Moderate, 3.10-4.00 High, 4.10-5.00 Very High**

Regarding whether staffs are able to balance work priorities with my personal life, the respondents agreed to this statement with a mean value of 3.85. The standard deviation of 1.359 is an indication that individual responses were closer to the mean rendering results as valid. This means that the majority were of the view that they are able to balance work priorities with personal life. This reflects the needs for all employees to balance their work lives with their lives off the job, regardless of whether they have day-to-day family responsibilities

The Respondents agree to the statement that staffs usually take a day off to do something just for themselves. The mean was 3.93 and standard deviation was 1.150. The standard deviation shows that the individual data value from the mean value is too low giving valid results. This implies that the majority were of the view that they usually take a day off to do something just for themselves.

Regarding whether staffs have enough time for their family members, respondents agreed to this statement with a mean value of 3.87 and standard deviation value of 1.068 implies that the individual response value is close to the average value making results to be valid. This suggests that the majority were of the view that they have enough time for their family members.

In respect to whether the organization recognizes the need for leave to give employees time off work to relax and attend also to personal issues. The mean value was 3.68 and standard deviation was 1.412 implying that the individual response value is too close to the mean value rendering results to be valid. This means that the majority were of the view that the organization recognizes the need for leave to give employees time off work to relax and attend also to personal issues.

The respondents also agreed to the statement that the demands of their work interfere with their home and family life. The mean value was 3.97. The resulting standard deviation value of 0.985 implies that the individual response value is too close to the mean value rendering results to be valid. This indicates that the majority were of the view that the demands of their work interfere with their home and family life.

On the issue of whether the amount of time their job takes up, makes it difficult to fulfill their personal responsibilities, the respondents also disagreed to the statement, with a mean value of 2.01. The shown standard deviation value of 1.115 which was rated low. This implies that the majority were of the view that the amount of time their job takes up, does not makes it difficult to fulfill their personal responsibilities.

Furthermore, on whether their jobs are so demanding that workers cannot even fulfill their other duties, the respondents also disagreed to the statement. The mean value was 1.90. The standard deviation value of 1.002 is negligible to invalidate the study results. This suggests that the majority were of the view that their jobs are not so demanding that they cannot even fulfill their other duties.

*During an interview with one of the respondents, it was revealed that the high number of responses on Work life balance is attributed to the existence of a clear public service code of conduct whereby each employee is entitled to leave and that health workers work in shifts to enable them to get enough time for their families and their other personal responsibilities.*

**Table 4.8 Correlation results for work life balance t and employee of Soroti referral hospital**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.967 <sup>a</sup>	.938	.937	.19542	.938	1031.275	1	69	.000

**a. Predictors: (Constant), work life balance**

Table above shows that R value is 0.967, which represents the simple correlation and, therefore, indicates the degree of correlation. The R<sup>2</sup> value indicates how much of the dependent variable the employee performance can be explained by the independent variable work life balance. Therefore, the R<sup>2</sup> value of 0.938 implied that work life balance is attributed to the variations of employee performance by 93.8% which is a strong fit.

**4.9 Multiple regression results**

This subsection gives results for the regression of all the independent variables (physical, psychological and work life balance on the dependent variable (employee performance) of Soroti referral hospital

**Table 4.9 showing Multiple Regression Results for all predictors and dependent variable**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.981	.962	.959	.15644	.962	549.980	3	67	.000

**a. Predictors: (Constant), Physical, Psychological and Work life balance**

Table above shows that R value is 0.981, which represents the simple correlation and, therefore, indicates the degree of correlation. The  $R^2$  value indicates how much of the dependent variable the employee performance can be explained by the independent variables physical, psychological and work life balance. Therefore, the  $R^2$  value of 0.962 implied that physical, psychological and work life balance are attributed to the variations of employee performance by 96.2% which is a strong fit.

**Table 4.10 showing Coefficients regression results for all predictors and dependent variable**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.885	.101		8.785	.000
	Physical Environment	.203	.075	.227	2.700	.009
	Psychological environment	1.603	.096	.354	4.295	.004
	Work life balance	.275	.087	.351	3.141	.003

**a. Dependent Variable: employee Performance**

The magnitude and effect of the various variables of the study as per the above table can be observed as follows: firstly, psychological environment has the most positive and significant effect on employee performance of Soroti referral hospital because it has the highest Beta value (Beta = 0.354 and low significance level ( $p = 0.004$ )). Secondly, work life balance affects employee performance of Soroti referral hospital as the second largest contributor with positive and significant effect on employee performance of Soroti referral hospital with a Beta value (Beta = 0.351), and significance level ( $p = 0.003$ ). Physical environment had the least and positive and significant effect on employee performance of Soroti referral hospital with a beta value (Beta = 0.227) and significance at level ( $p = 0.009$ ).

Research findings from correlation analyses established that all the three dimensions of Workplace Environment(Physical Environment, Psychosocial Environment, Work life balance) has a statistically significant relationship with Employee Performance of Public Health Workers in Soroti Regional Referral Hospital

Research findings from regression analyses also established that all the three dimensions of Workplace Environment (Physical Environment, Psychosocial Environment, Work life balance) do have a statistically significant influence on Employee Performance of Public Health Workers in Soroti Regional Referral Hospital. This implies that all the independent variables have a significant relationship with Employee Performance of Public Health Workers in Soroti Regional Referral Hospital, hence influence on employee performance. It is therefore a relationship with causation implied.

#### **4.9 Chapter summary**

This chapter has presented the response rate of the number of participants that participated in the study, as well as their demographic characteristics. The chapter has also presented the analysis and discussion of the primary findings of the study in relation to the specific objectives using frequency tables generated from SPSS. The descriptive results from questionnaires were presented in form of Means and Standard Deviations. The inferential data was presented in form of correlations and regressions to show the nature of relationship and magnitude of the effect the independent variable has on the dependent variable. This chapter has further presented qualitative results from interviews, in form of quotations and narrative themes. The next chapter presents the summary and conclusions.

## **CHAPTER FIVE**

### **DISCUSSIONS OF THE FINDINGS**

#### **5.0 Introduction**

In this chapter is a discussion of the findings is presented guided by the research general objective and specific objectives. The specific objectives were as follows: To examine the effect of Physical Environment on the Performance of Public Health Workers in Soroti Regional Referral Hospital: To assess the effect of Psychosocial Environment on the Performance of Public Health Workers in Soroti Regional Referral Hospital: To examine the effect of Work life balance on the Performance of Public Health Workers in Soroti Regional Referral Hospital.

#### **5.2 0 Discussions of the findings**

##### **5.2.1 Status of employee performance**

On whether staffs are able to work hard and achieve their targets due to the comfortable furniture in their offices, the respondent's disagreed (71%) to this statement with a mean of 1.97. The standard deviation value of 0.985 which was rated low. This implies that the majority were of the view that they are not able to achieve their targets due to the uncomfortable furniture in their offices. According to the hospital administrator, creating a favorable Workplace Environment motivates the employee in that he/ she feels compensated for the work he /she renders to the hospital. This means that when health workers have comfortable furniture, they are able to think, plan and execute their work thus improving Performance. This is in line with Sehgal (2012) who asserts that office furniture comprises of desks chairs, the filing system, shelves, drawers, etc., have a specified part to play in the productivity and the efficiency of the employees and the suitable functioning of any office. Also, one of the most essential things to be guaranteed is whether the workplace furniture is ergonomic or not. Ergonomic office furniture guarantees that every worker gets well with the things around him, like chairs, desks, PC arrangement and even environmental factors.

##### **5.2.2 Physical Environment and Performance of Public Health workers**

From the descriptive statistics on table 4.3, an overall average mean of 3.17 and standard deviation of 1.112 which is high implying that physical environment was fairly implemented in

Soroti referral hospital. However a number of aspects need management attention such as adequate office space, conducive working office design and better office furniture

On the issue of whether the office has adequate space that enables staffs perform their work effectively, respondents disagreed to this statement. The mean value was 1.85. The corresponding standard deviation value of 0.768 shows a low deviation in responses given by the different respondents, hence rendering the results as invalid. This means that the majority were of the view that if the office has adequate space that enables staffs perform their work effectively. The findings agree with the research by Peschl & Fundneider (2012) who stressed that the physical workspace can be orchestrated to create 'enabling spaces' which support, encourage, and facilitate the innovation process, especially radical, game-changing innovation.

Regarding whether staffs are happy with their office design, respondents agreed to the statement with a mean value of 3.23 and standard deviation of 1.085. The Standard deviation explains that the respondents did not deviate much in their responses, therefore keeping the results valid. This implies that the majority were of the view that they are happy with their office design. The findings agree with the research by Ismail, et al. (2010) Opine that the conditions of Physical Workplace Environment influence the Employees' functions and it will determine the well-being of organizations. They add that the Physical Work Environment includes the internal and external office design, temperature, comfort zone and the work setting or arrangement.

On whether staffs are comfortable with the atmosphere at their workplace in terms of air, light and pollution, the respondents disagreed, with a mean value of 1.59. This indicates that the majority was of the view that they are not comfortable with the atmosphere at their workplace in terms of air, light and pollution. The findings are in line with Chandrasekar (2011) who stated that high temperatures can have a direct impact on health and lead to heat stress and heat exhaustion. Furthermore, Sehgal (2012) clarified that according to a thin person, a higher temperature may be better. However, for somebody not as thin, a lower temperature may work better.

The respondents also agreed to the statement that whether staffs work in an environment which is has social support and without noise which makes them perform their work without any disturbances. The mean value was 3.58. This means that the majority was of the view that they

work in an environment which is has social support and without noise apart from the physical support which makes them perform their work without any disturbances. This is in line with the findings of (Kegel, 2017) who conducted office environment experiments to measure the effects of noise in open office environments. Results indicated that participants were less motivated, more tired, and remembered fewer words in high noise environments as compared to low noise environments.

Regarding whether the furniture is comfortable enough to enable them perform their duties without getting tired, the respondents agreed to this view. This suggests that the majority were of the view that the furniture is comfortable enough to enable them to perform their duties without getting tired. This is in line with (Sehgal, 2012) who asserts that space components like office furniture comprises of desks chairs, the filing system, shelves, drawers, etc., have a specified part to play in the productivity and the efficiency of the employees and the suitable functioning of any office.

Respondents also agreed to the statement that the office has good room temperature which increases their level of performance, with a mean response of 4.15. However, the standard deviation of 0.873 is still low implying that there were valid results. This means that the majority were of the view that the office has good room temperature which increases their level of performance. This is in line with Ismail, et al. (2010) Opine that the conditions of Physical Workplace Environment influence the Employees' functions and it will determine the well-being of organizations. They add that the Physical Work Environment includes the internal and external office layout, temperature, comfort zone and the work setting or arrangement

Furthermore, on whether the brightness of office light at their workplace influences their concentration, alertness and task performance, respondents agreed, with mean response of 4.27. This implies that the majority were of the view that the brightness of office light at their workplace influences their concentration, alertness, and task performance. These findings were in line with McGuire and McLaren (2007) that believes that an organization's physical Environment particularly its layout and design have a relationship with employee performance in the workplace. Furthermore, as indicated by Nitisemito (2001), some of the factors that influence the workplace include: cleanliness, water, lighting, coloring, security and music.

### **5.2.3 Psychosocial environment and performance of public health workers**

On the issue of whether staff Workplace provides a better Working Environment that makes them Perform better, the respondents agreed to this statement, with a mean value of 3.88. This means that the majority were of the view that their Workplace provide a better Working Environment that makes them perform better.

Regarding whether staff roles and responsibilities are clear to them which makes them perform their work effectively, respondents disagreed to this statement with a mean of 2.03. This implies that the majority were of the view that if their roles and responsibilities are clear to them which makes them perform their work effectively. This is agreement with Vischer (2007) Therefore, the nature of the psychosocial factors is complex, covering issues relating to the workers, general environment and a reasonably clear role; and a sense of control or involvement in changes at the Workplace.

On whether staff cannot rely on their supervisor to help them out with a work problem, respondents agreed with a mean value of 4.0. The standard deviation of 0.7 indicates that the individual data values are still close from the mean value so cannot invalidate the results. This suggests that the majority were of the view that they cannot rely on their supervisor to help them out with a work problem. This agrees with Zurkani & Mokhdum (2018) who 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.

The respondents also agreed to the statement that staff have a good working relationship with their supervisors, with a mean of 4.0. The standard deviation value of 0.8 explains that the individual responses are still small to invalidate the results. This indicates that the majority were of the view that they have a good working relationship with their supervisors. This is in line with (Harris, et al., 2000), a supervisor support could lead to the employees' performance but there is a case that the supervisor had failed in supporting their employees. For example, the miscommunication between employees and the supervisor in term of delivering the information or process on the job to the employees

On the issue of whether management does not involve staff in decision making, the respondents agreed with a mean value of 3.6. The standard deviation value of 1.1 still indicates that few responses were far from the mean value. This means that the majority were of the view that management doesn't involve staffs in decision making. Duckett & Macfarlane (2003) argues that the kind of leadership is most successful. Successful leadership is therefore very vital for the effectiveness of any organization and employee performance. Leadership style affects a range of factors such as job satisfaction, performance turnover intention and stress and so contributes to organizational success.

The respondents further agreed that managers inform employees about important decisions, changes, or plans, with a mean value of 3.6. The standard deviation value of 0.9 explains that the individual responses are still small to invalidate the results. This implies that the majority were of the view that managers inform employees about important decisions, changes or plans for the future.

In respect to whether staff usually discuss with their supervisors about their development, respondents also agreed with a mean value of 3.5, and standard deviation of 1.1. The standard deviation indicates that few responses were far from the mean value. This suggests that the majority were of the view that they usually discuss with their supervisors about their development. This is in line with Harris, et al. (2000) who asserts that in order to gain the Employees Performance, both party in between the employees and supervisor needs to play their part which is to commit with the relationship.

Furthermore, on whether staff jobs require performance of a wider range of tasks, respondents also agreed with a mean value of 3.9. It is evident that the individual responses deviate from the mean with a standard deviation 0.6 that is too small to invalidate the results. This means that the majority were of the view that their jobs require performance of a wider range of tasks.

#### **5.2.4 Work life balance and performance of public health workers**

Regarding whether staffs are able to balance work priorities with my personal life, the respondents agreed to this statement with a mean value of 3.9. The standard deviation of 0.6 is an indication that individual responses were closer to the mean rendering results as valid. This means that the majority were of the view that they are able to balance work priorities with my personal life. This reflects the needs for all employees to balance their work lives with their lives

off the job, regardless of whether they have day-to-day family responsibilities Breiteneker, et al.(2018). The Respondents agree to the statement that staffs usually take a day off to do something just for themselves. The mean was 4.0 and standard deviation was 0.7. The standard deviation shows that the individual data value from the mean value is too low giving valid results. This implies that the majority were of the view that they usually take a day off to do something just for themselves. These findings agree with research by Clark, (2000) whose findings stressed that balanced work-life is associated with increased job satisfaction, organizational commitment, and employee performance. Employees' work life experiences deepen their role-related engagement which is related to organizational performance improvement.

Regarding whether staffs have enough time for their family members, respondents agreed to this statement with a mean value of 4.3. The standard deviation value of 0.7 implies that the individual response value is close to the average value making results to be valid. This suggests that the majority were of the view that they have enough time for their family members. This agrees with (Smith, 2010) Work – family conflict has been defined as a mutual compatibility between the demands of the work role and demand of the family role. Juggling work and family responsibilities is a common experience for many employees.

In respect to whether the organization recognizes the need for leave to give employees time off work to relax and attend also to personal issues. The mean value was 4.0 and standard deviation was 0.7 implying that the individual response value is too close to the mean value rendering results to be valid. This means that the majority were of the view that the organization recognizes the need for leave to give employees time off work to relax and attend also to personal issues.

The respondents also agreed to the statement that the demands of their work interfere with their home and family life. The mean value was 3.8. The resulting standard deviation value of 0.7 implies that the individual response value is too close to the mean value rendering results to be valid. This indicates that the majority were of the view that the demands of their work interfere with their home and family life.

On the issue of whether the amount of time their job takes up, makes it difficult to fulfill their personal responsibilities, the respondents also agreed to the statement, with a mean value of 3.8.

The shown standard deviation value of 0.8 is still too small to invalidate the study results. This implies that the majority were of the view that the amount of time their job takes up, makes it difficult to fulfill their personal responsibilities.

Furthermore, on whether their jobs are so demanding that workers cannot even fulfill their other duties, the respondents also agreed to the statement. The mean value was 3.9. The standard deviation value of 0.6 is negligible to invalidate the study results. This suggests that the majority were of the view that their jobs are so demanding that they cannot even fulfill their other duties.

#### **5.4 Chapter summary**

The purpose of the data analysis and presentation section was to transform raw data into meaningful insights, answer research questions, and effectively communicate findings. Data analysis identified patterns, trends, and relationships, while data presentation translates these complex findings into easily understandable formats like tables, ultimately demonstrating the value and uniqueness of the research.

## **CHAPTER SIX**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **6.0 Introduction**

In this chapter is a presentation of the summary and discussions of the findings drawn from the research findings that were guided by the research general objective and specific objectives. The specific objectives were as follows: To examine the effect of Physical Environment on employee Performance of Public Health Workers in Soroti Regional Referral Hospital: To assess the effect of Psychosocial Environment on employee Performance of Public Health Workers in Soroti Regional Referral Hospital: To examine the effect of Work life balance on employee Performance of Public Health Workers in Soroti Regional Referral Hospital

#### **6.1 Conclusions**

##### **6.1.1 Physical Environment**

From the descriptive statistics on table 4.3, an overall average mean of 3.17 and standard deviation of 1.112 which is high implying that physical environment was fairly implemented in Soroti referral hospital. However a number of aspects need management attention such as adequate office space, conducive working office design and better office furniture

The study also established that physical environment has a positive statistically significant effect on employee performance of public health workers in Soroti Regional Referral Hospital given by  $r=0.915$ ,  $p=0.000$ , and  $R^2 0.838$ ,  $n=71$ . The effect is statistically significant at 83.8% confidence level since the p-value (Sig.) of 0.000 is less than 0.050. This means that Physical Environment is significant in explaining the changes in Employee Performance that is improvements in Physical Environment shall be related to improvements in Employee Performance of Public Health Workers in Soroti Regional Referral Hospital. Similarly decline in Physical Environment shall be related to decline in Employee Performance of Public Health Workers in Soroti Regional Referral Hospital.

##### **6.1.2 Psychosocial environment**

From the descriptive statistics on table 4.3, an overall average mean of 3.207 and standard deviation of 1.287 which is high implying that psychosocial physical environment was being implemented in Soroti referral hospital. However a number of aspects need management

attention such as making clear the roles each employee needs to perform and, improve on working relations with the supervisors if psychological environment is to improve

The study also established that Psychosocial Environment has a positive statistically significant effect on Employee Performance of Public Health Workers in Soroti Regional Referral Hospital given by  $r=0.967$ ,  $p=0.000$ , and  $r^2=0.952(0.952*100=95.2\%)$ ,  $n=71$ . The effect is statistically significant at 95% confidence level since the p-value (Sig.) of 0.000 is less than 0.050. This means that Psychosocial Environment is significant in explaining the changes in Employee Performance that is improvements in Psychosocial Environment shall be related to improvements in Employee Performance of Public Health Workers in Soroti Regional Referral Hospital. Similarly decline in Psychosocial Environment shall be related to decline in Employee Performance of Public Health Workers in Soroti Regional Referral Hospital.

### **6.1.3 Work life balance**

From the descriptive statistics on table 4.3, an overall average mean of 3.392 and standard deviation of 1.227 which is high implying that Work life balance was being implemented in Soroti referral hospital. The management may have to maintain most of the aspects in place to ensure employees benefit from the work life balance variable

The study also established that work life balance has a positive statistically significant effect on employee performance of public health workers in Soroti Regional Referral Hospital given by correlation coefficient  $r=0.967$ ,  $p=0.000$ ,  $r^2=0.938(0.938*100)=93.8\%$ ,  $n=71$ . The relationship is statistically significant at 95% confidence level since the p-value (Sig.) of 0.000 is less than 0.050. This means that Work life balance is significant in explaining the changes in Employee Performance that is improvements in Work life balance shall be related to improvements in Employee Performance of Public Health Workers in Soroti Regional Referral Hospital. Similarly decline in Work life balance shall be related to decline in Employee Performance of Public Health Workers in Soroti Regional Referral Hospital.

## **6.2 Recommendations**

### **Health Service Managers:**

These individuals should plan, monitor, and provide feedback on worker performance. They should establish performance expectations, conduct assessments based on agreed-upon targets, and offer ongoing coaching to help staff improve their skills and capabilities.

### **Ministry of Health (and equivalent bodies):**

This level should provide strategic direction of performance management. They should create guidelines, performance management manuals, and ensure the existence of systems for performance appraisal and staff development.

### **Human Resources (HR) Managers:**

They should play a crucial role in talent development and strategic retention, working to ensure that HR practices support organizational success.

### **Health Workers:**

Individual health workers should actively engage in performance management processes, including reviews and development plans, and for developing their own competencies.

### **Policy Makers and Researchers:**

These groups should identify the context and factors influencing performance, recommend strategies, and conduct studies to understand and improve performance management systems

## **6.3 Limitations and Delimitations**

### **Limitations the study**

Although the research findings provided some new insights to researchers, these findings were viewed considering some limitations.

The questionnaire was based on the Likert scale, which was subject to the respondents' biases, where respondents tended to avoid extreme positions / central tendency bias, as posits by Manheim & Richard (1997). However, the researcher ensured that qualitative data was supportive of the quantitative data.

By carrying out a Cross-Sectional Survey, some respondents were likely not to be able to answer questions involving past operations with perfect accuracy. This was likely to magnify or minimize the effects of certain variables. However, the researcher attempted to ensure that accurate data was collected through prolonged engagement.

Interviewed Public Health Workers who were stressed up due to the work environment meaning respondents could give responses which were negative. I overcame this by spending more time with respondents and probing them.

First, the researcher analyzed only three Limitations and Delimitations of the study; work environment (variables) that are believed to have significant influence on employee performance. Other factors such organization policies, staff welfare, performance feedback, employees' dependent support and supervisor support were not covered in this study which could be influential but in a more or less significant manner were not analyzed because of the limited finances and time frame of the study.

Whereas the response rate seemed to be good there was a great delay in returning of the responded on questionnaires from the respondents which also led to the delay in carrying out the data analysis.. The researcher overcame this by organizing scheduled visits by research assistant with the respondents such that all the questionnaires are collected.

Lastly, the response rate for the interview guide was poor because the respondents feared the researcher could go against the ethical principal of anonymity. The researcher explained to the respondents that the research was purely for academic purposes

#### **6.4 Areas for further research**

1. Physical environment and employee performance of public health workers in Soroti  
Regional Referral Hospital
2. Psychosocial environment and employee performance of public health workers in Soroti  
Regional Referral Hospital

3. Work life balance and employee performance of public health workers in Soroti Regional Referral Hospital

## **6.5 Chapter Summary**

The conclusion section synthesizes main findings, provides closure, and leaves a lasting impression, while recommendations offer actionable steps for future research or practical applications based on the study's results. Together, they bridge the gap between the research and real-world impact by explaining the significance of the findings and suggesting how to move forward

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## APPENDICES

### APPENDIX 1: QUESTIONNAIRE

#### INTRODUCTION

I am Ayom Vincent, a student of Uganda Christina s University pursuing a master’s degree in Business Administration. I am doing my research on a topic of ‘**Workplace Environment and Employee Performance of Public Health Workers at Soroti Regional Referral Hospital**’. I have chosen you to be part of this study because I want to examine how Workplace Environment influences Performance of Public Health Workers in Soroti Regional Referral Hospital. This study is basically for academic purposes with highest confidentiality.

The questions have been divided into sections based on study variables that is; Workplace Environment as the Independent variable and Employee Performance as the Dependent variable.

Section A asks- the general information about the employee works. Section B asks questions on the research objectives.

#### SECTION A- Personal Information

Please tick the appropriate box that responds with your answer

1. What is your gender

Male  Female

2. What is your age bracket?

25-34 years

35- 44 years

45-54 years

55 and above years

3. How long have you worked in this hospital?

Below 5 years

6-10 years

11-15 years

16-20 years

Over 20 years

4. What is your level of

education? Certificate  Diploma

Degree  Masters

Doctorate

5. What is your job

position? Doctor  Nurse

Mid-wife

Lab technician

### **SECTION B-Work Place Environment and Employee Performance**

To what extent do you agree with the following statements?

**SCALE:** Strongly Agree =5, Agree =4, Neutral =3, Disagree =2 Strongly Disagree =1

### Physical Environment and Employee Performance

No.	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
PE1	My office has adequate space that enables me perform my work effectively.					
PE 2	I am happy with my office design					
PE 3	I am comfortable with the atmosphere (air, light, color, pollution) at my work place.					
PE 4	I work in an environment which is free from noise which makes me perform my work without any disturbances.					
PE 5	My furniture is comfortable enough to enable me perform my duties without getting tired					
PE 6	My office has good room temperature which increases my level of performance					
PE 7	The air pollution at my workplace is terrible that I can't concentrate and perform my work effectively.					
PE 8	The brightness of office light at my workplace influences my concentration,					

alertness and task performance.

**SECTION C- Psychosocial  
Environment and Employee  
Performance**

PSE 1 My work place provides a better working environment that makes me perform better.

PSE 2 My roles and responsibilities are clear to me which makes me perform my work effectively.

PSE 3 I can't rely on my supervisor to help me out with a work problem.

PSE 4 I have a good working relationship with my supervisor.

PSE 5 Management doesn't involve staff in decision making.

PSE 6 Managers inform employees about important decisions, changes or plans for the future.

PSE 7 I usually discuss with my supervisor about my personal development.

PSE 8 My job requires performance of a wider range of tasks.

**SECTION D- Work life balance and Employee Performance**

WLB 1	I am able to balance work priorities with my personal life						
----------	--	--	--	--	--	--	--

WLB 2	I usually take a day off to do something just for myself						
----------	--	--	--	--	--	--	--

WLB 3	I have enough time for my family Members						
----------	--	--	--	--	--	--	--

WLB 4	My organization recognizes the need for leave in order to give employees time off work to relax and attend also to personal issues.						
----------	---	--	--	--	--	--	--

WLB 5	The demands of my work interfere with my home and family life.						
----------	--	--	--	--	--	--	--

WLB 6	The amount of time my job takes up, makes it difficult to fulfil my personal responsibilities.						
----------	--	--	--	--	--	--	--

7 fulfil my other duties.

**SECTION E- Employee Performance**

EP 1	I have been able to achieve the set targets due to the support of my supervisors.						
------	---	--	--	--	--	--	--

EP 2	I am able to work hard and achieve my targets due to the comfortable furniture in my office.					
EP 3	I am able to plan and write down what I want to achieve in a given period due to the support of my supervisors.					
EP 4	I am able to meet my timelines due to my clear roles and responsibilities					
EP 5	I am able to develop my work plan to meet the intended target on time.					
EP 6	I am able to estimate my time better due to role congruity.					
EP 7	I able to offer quality service to patients due to supervisory support					
EP 8	I rarely quarrel with patients due to the quality service i offer them					
EP 9	Patients rarely complain about my service due to quality of leadership we have.					

**THANK YOU FOR YOUR PARTICIPATION**

## **INTERVIEW GUIDE**

### **INTRODUCTION**

I am Ayom Vincent, a student of Uganda Christian University pursuing a master's degree in Business Administration. I am doing my research on a topic of 'Workplace Environment and Employee Performance of Public Health Workers at Soroti Regional Referral Hospital'. I have chosen you to be part of this study because I want to examine how Workplace Environment influences Performance of Public Health Workers in Soroti Regional Referral Hospital. This study is basically for academic purposes with highest confidentiality.

The questions have been asked based on study variables that is; Workplace Environment as the Independent Variable and Employee Performance as the Dependent Variable

1. How does the environment you work in affect your performance?
2. How does the Physical Environment affect your performance as a health worker?
3. When we talk about Physical Environment, what are the key aspects that affect your performance?
4. In your opinion how does Psychosocial Environment affect your performance?
5. How do you balance your work and your other aspects of life?
6. What do you think should be done to improve performance ie by the hospital, district or ministry



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## DISSERTATION CORRECTION COMPLIANCE REPORT BY THE CANDIDATE (POST VIVA FORM)

Date: 22/09/2025

Name of Candidate: AYOM VINCENT Reg. No: S22/MUC/MBA/002

Title of Dissertation: WORK ENVIRONMENT AND EMPLOYEE PERFORMANCE IN SOROTI REFERRAL HOSPITAL

SN	COMMENTS BY EXTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	General grammatical errors and unsupported statements	Dissertation proofread, grammar corrected, and unsupported statements revised with citations	Corrected
2	Improve numbering and structure (background should cover historical, theoretical, conceptual, contextual)	Background section reorganized under four clear constructs with proper numbering	Revised
3	Statement of the problem lacks credible statistics	Added statistics and trends on employee performance within time scope	Updated

4	Population, sample size, and sampling poorly presented	Krejcie & Morgan table reformatted; clarified distinction between random and purposive sampling	Revised
5	Literature review not organized by objectives; irrelevant info included	Literature reorganized objective-by-objective; irrelevant info removed; research gaps highlighted	Revisedd

<b>SN</b>	<b>COMMENTS BY INTERNAL EXAMINER</b>	<b>ACTION TAKEN</b>	<b>INDICATOR</b>
1	Redraft the abstract to present concise summary	Abstract rewritten to 300 words covering problem, objectives, methods, findings & significance	Corrected
2	Proofread and edit dissertation (grammar, punctuation, tone)	Entire document proofread, grammar/punctuation corrected, clarity improved	Revised
3	Remove redundant content across chapters	Overlaps in Ch.1, Ch.2 reduced, content streamlined for focus	Corrected
4	Standardize formatting (headings, numbering, tables)	Formatting harmonized across all chapters, captions aligned	Standardized
5	Recast problem statement	Problem statement reframed to highlight appraisal weaknesses & performance outcome	Revised
6	Align Table of Contents with chapters	TOC updated, numbering & pagination corrected	Corrected

<b>SN</b>	<b>COMMENTS BY VIVA VOCE PANNEL</b>	<b>ACTION TAKEN</b>	<b>INDICATOR</b>
1	Recast problem statement	Problem statement reframed to highlight appraisal weaknesses & performance outcome	Revised
2	Population, sample size, and sampling poorly presented	Krejcie & Morgan table reformatted; clarified distinction between random and purposive sampling	Revised
3	APA referencing and formatting inconsistencies	APA 7th applied consistently; references edited for completeness	corrected
4	Improve consistency between data presentation (tables/figures) and written interpretation.	Cross-checked tables and figures with narrative, corrected inconsistencies	Revised Chapter Four tables/figures.

**AYOM VINCENT**

Candidate's Name



Signature

**OMACHE HENERY**

Supervisor's Name



Signature



**UGANDA CHRISTIAN  
UNIVERSITY, MBALE UNIVERSITY COLLEGE.**  
A Centre of Excellence in the Heart of Africa

Department of Business

To: HOSPITAL DIRECTOR.....

SOROTI REGIONAL REFERRAL HOSPITAL.....



Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss. AYOM VINCENT.....  
Of Registration Number; S22/NUC/MBA/002..... pursuing a Masters'  
Degree/Postgraduate Diploma / Bachelor's Degree

He/ she is required to carry out academic research on the topic

WORK ENVIRONMENT/ AND EMPLOYEE PERFORMANCE IN SOROTI REGIONAL  
REFERRAL HOSPITAL.....and

thereafter produce a well bound hard cover research report (MAROON) in color for  
undergraduate and three (BLACK) copies for Postgraduate students as a University requirement  
for the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.

Thank you.

Yours faithfully,



Omache Henry

Ag HOD- Business Department