

Working Conditions and Performance of Employees at Ibanda District Local Government

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ABSTRACT: This study investigated the effect of working conditions on employees' performance at Ibanda District Local Government. Specifically, the study examined the effect of workplace environment, physical conditions and workplace incentives on employee performance at Ibanda District Local Government. The study used a cross sectional survey design and investigated a sample of 160 respondents with the aid of questionnaires and interview guides. The overall response rate was 76.9%. Findings revealed that workplace environment, physical conditions and workplace incentives significantly influence employee performance at Ibanda District Local Government. It was concluded that workplace environment has a significant effect on employee performance. Good relations with co-workers, job security and favourable working hours lead to improved employee performance. It was also concluded that physical conditions have a significant effect on employee performance. Providing employees with necessary work equipment, ensuring proper ventilation, lightings and office layout enhance employee performance. It was further concluded that incentives have a significant positive effect on employee performance. Prompt payment salary leads to improved employee performance. However, inadequate allowances and the inability to give employees fringe benefits demoralises performance. The study recommends that the Human Resource Department in conjunction with the district leadership should prepare a policy to pay overtime for staff members who work beyond the official working time. The study further recommends that the district should solicit for funds from Ministry of Finance, Planning and Economic Development, Ministry of Local Government and other development partners to construct more offices for district employees. The district leadership should provide fringe benefits to enhance employee performance.

Keywords –Local government, Performance of employees, working conditions

I. INTRODUCTION

Studies on employee performance can be traced as early as World War I when employees in England, India and Latin American countries used personality-based systems to measure performance of employees in organisations (Manish, 2016). In Malaysia, employee performance was regarded as a measure of the quality of human capital and a major thrust in the country's most developments plans (Fauzilah et al, 2011). Historically, the working condition-employee performance linkage has been primarily discussed by theorists from the Socio-technical and Human Relations schools of thought (Gitahi, 2014). According to the Socio-technical approach, employee performance depends on congruence between the technical and social structures of the organization. In the 1930s industrialized countries, particularly those in the European Union surveys indicated that working conditions such as the physical work environment like noise, vibrations, heat/cold, heavy loads and painful positions have greater impacts on employee performance (Molinié, 2013). Similar findings were noted in France and Sweden where physical demands of the job were found to affect workers' performance and retirement decisions (Ghoshen, Sangheon & Deirdre, 2016).

In the 1970s' International Labour Organisation (ILO) report noted the solution to the problems of workers lies in a policy of improving working conditions and environment in order to enhance their performance (ILO, 1979, p. 32). As such, ILO recommended that employers need to remedy conditions of work and of the working environment likely to affect performance of employees (ILO, 2005). Policy measures including ILO Recommendation No. 162 called for reduced hours of work, more paid holidays, flexible hours

and avoiding unsocial hours (Abraham & Houseman, 2004; WHO, 2014, p. 21). Performance of employees was mostly construed as the combined output of favourable working environment, wage moderation to incentivise employees, and ability, given suitable resources. Therefore, working conditions became a technique to enhance employee performance in the public sector (Clayton & Noluthando, 2015). By the 1990's, the factors of work environment had changed due to variations in several factors such as the social environment, information technology and the flexible ways of organizing work processes (Hasun & Makhbul, 2016). To-date, working conditions are critical for improved employee performance in any organisation.

In African countries, the quality of working environment in organizations is a critical factor and determines the level of employees' motivation, subsequent performance and productivity (Abdullahi, 2021). However, employees in some African countries suffer untold hardship daily while on duty searching for Conveniences leading to work abandonment and avoidable stress. For instance, Nigerian working conditions is one of the poorest among the developing countries in the world. Nigerian workforce is the least motivated to work due to environmental and physical conditions confronting employees in their workplace (Eluka & Okafor, 2014). In Ghana, generally, Export Processing Zones (EPZ) employment is associated with harsh working conditions, which present major challenges to employees. Poor ventilation, poor sanitary conditions and blocked emergency exits are some of the difficulties commonly experienced (Obeng, Wrigley-Asante & Teye, 2015).

South Africa, whereas apartheid generated individual workplace resistance from its outset, working conditions only started improving in the wake of the violent strikes of 1973 in Durban. After the democratic elections of 1994, a tripartite alliance between the ANC, the South African Communist Party and the Congress of South African Trade Unions (COSATU7) endeavoured to improve working conditions to the majority of South Africans (Anseeuw & Pons-Vignon, 2012). However, workers employed by contractors in several organisations are typically offered less advantageous working conditions which are applied to evade certain legislative requirements and limit union action. Poor working conditions in South Africa are exacerbated by decreased security, reduction in direct and indirect wages, as well as a degradation of physical working conditions whereby the 45-hour work week is often not respected (Ntanjana, Maleka, Tshipala & Du Plessis, 2018).

According to Theuri, Macharia and Kamau (2020) working conditions in Kenya characterised by conducive working environment and all necessary tools and equipment to enable them to discharge their duties effectively are critical for better organisational performance. However poor working conditions have resulted into bad health and discomfort among the employees. The grievance pointed out by the workers include the poor working conditions and pro-longed working hours with minimum or no compensation (Thuita & Oiyi, 2018). These retard employee productivity and overall organisational performance (Balimunsi, Kaboggoza, Abeli, Cavalli & Agea, 2011).. In Uganda, Employee performance depends on working conditions which are defined as all existing circumstances affecting labour in the work place including job hours, physical aspect legal rights and responsibilities. Working conditions were characterized by remuneration, performance appraisal, compensation packages, occupational health and safety, welfare services and employee benefits which influence productivity, job satisfaction and performance (Tebyetekerwa, Akankwasa & Marriam, 2017).

This study was guided by the Two Factor Theory (Herzberg, 1959). According to Herzberg, working conditions influence employee performance (Robbins & Judge, 2015). The theory assumes that certain factors in the workplace result in job satisfaction, but if absent, they don't lead to dissatisfaction but no satisfaction. Herzberg distinguished between motivators such as challenging work, recognition, responsibility which give positive satisfaction, and hygiene factors like status, job security, salary and fringe benefits that do not motivate if present, but, if absent, result in demonization (Nur et al., 2019). According to the theory, improving work conditions motivates employees to perform better.

According to Tripathi (2014) work conditions refer to the environment in which people work that include physical setting, job profile, culture and market condition. A number of work environment factors which affect employee performance include supervisor support, relationships with colleagues, job safety and security, working hours, and esteem needed (Raziq & Maulabakhsh, 2015). In this study, working conditions are conceptualized into working environment, physical conditions and workplace incentives.

Employee performance refers to the contribution or outcome of employees to enable them achieve goals (Herbert, John & Lee, 2010). Afshan et al., (2012) also defined performance as the attainment of particular tasks measured against identified or predetermined standards of completeness, accuracy, speed and cost. In this study, employee performance was conceptualised in terms of quality of service offered, timeliness in service delivery, efficiency in service delivery and meeting targets.

II. STATEMENT OF THE PROBLEM

In order to improve employee performance, Ibanda district has been engaged in improving working conditions through various initiatives such as promoting a favourable workplace environment in terms of good relations with supervisors, job security for employees, and an average of 8 working hours for employees. In line with Government of Uganda Standing Orders (2010), employees at Ibanda District Local Government receive performance rewards in form of monthly basic salary, allowances and fringe benefits. Despite the above efforts, performance of employees at Ibanda District Local Government has remained wanting. The unsatisfactory employee performance majorly manifests through delayed service delivery, continued customer complaints about poor service delivery. The district annual report (2020) revealed that approximately 452 people complained about poor quality of services received from the district. According to the Audit report (2018), a total of 199kms at an estimated cost of UGX. 118,214,000 was planned to be undertaken. However, audit revealed that 64kms were actually undertaken at a cost of UGX.67,086,450 leading to a shortfall of 135kms. A review of the list of retired personnel from service revealed that pension and gratuity arrears of UGX.857,946,503 had not been accessed by the claimants. The District received Primary Health Care Development grant to construct a mortuary at Ishongororo health Centre IV. However, the works were shoddy with cracked floor; the windows and external doors were not fixed and the electrical installation was not done (Audit report, 2019). According to the district attendance register, 72 employees were absent from work without authorisation. If the situation is not addressed, employee performance in terms of quality of service offered, timeliness and efficiency in service delivery, meeting targets and availability of staff will continue to deteriorate which will affect the growth and development of Ibanda District and deny citizenry access to service delivery.

Purpose of the study

The purpose of this study was to examine the effect of working conditions on employees' performance at Ibanda District Local Government

III. LITERATURE REVIEW

Workplace environment and employee performance

Work environments in organizations constitute an environment within which people work and includes factors such as the physical setting, job profile, culture and the tenets of the job such as workload (Tripathi, 2014). The scholar indeed adds that employee quality in a workplace environment is significant to the level of the employees' motivation which subsequently leads to performance. According to Shaheen, Sami, Fais, Jaaffar, Walter and Gamal (2017) when employers create an enabling environment for employees to be treated with respect and feel at home in discharging their responsibility, it will instil a positive psychological attitude towards the organization, which enhances employee engagement. However, the scholars fail to show how work environment affects employee performance.

In a study conducted in Benin City, Arimie (2019), noted that the existence of a healthy relationship between the employers and the employees in an organization occupies a very paramount position in the realization of organizational goals and objectives. However, the study the study was conducted in tertiary institutions whose context is different from Ibanda district local government, thereby creating a gap for this study to bridge.

In a study on crucial factors of human resources management for good relations, Bajaj, Sinha & Tiwari (2013) pointed out that effective relations among co-workers are geared towards stimulating motivation, commitment, and trust in the employees. It also creates an organizational climate that ensures the full maximization of the potential of the employees for the optimum realization of the goals of the organization. However, the study adopted a case study design. This study employed a cross sectional research design to establish how relations with co-workers affect employee performance.

Sanders (2012) posits that effective employer-employee relations elicit trust and that it is expressed when a manager exhibits consistent positive behavior regarding the discharge of official responsibilities and the show of interest towards the general wellbeing of the employees. Nevertheless, Sanders, study focused on employee engagement and employee relations without paying attention to how such relations affect employee performance, an aspect that will be considered in this study. In a study carried out in South Carolin, Karen (2015) noted that relations with co-workers enhance mutual respect. However, the study was conducted in a developed country. Besides, the study failed to show how relations with co-workers affect employee performance. Hogos and Shimels (2018) succinctly assert that effective employer-employee relations set the framework for the integration of the needs of the employees into the objectives of the organization. Although the scholars highlight the benefit of good relations among employees, their study was a review of literature,

using secondary data. This study collected primary data and ascertain how relations with co-workers affect employee performance, an aspect that has received limited attention from previous studies.

According to Waheed, Bilal, Mirwise and Umair (2019), notable empirical attention has been given to the notion of job security and how it can considerably influence employee outcomes and behaviors. However, their study was conducted in Pakistan, and failed to show how job security affects service delivery. Loi, Ngo, Zhang, and Lau (2011), noted that job security positively influenced job performance among fulltime employees. However, the study focused on how job security affects job performance and paid little attention to employee performance in terms of quality of service offered, timeliness in service delivery, efficiency, meeting targets and availability of staff.

The findings of studies by Gallie, Felstead, Green and Inanc (2017), and Bakker and Demerouti, (2018) highlight that the idea that when employees view that the organization provides work security; this ultimately boosts employees' willingness for enhanced job performance. However, the studies used secondary data to assess job security, employee well being and performance. The current study used primary data to examine how job security affects employee performance in Ibanda district local government.

In their study conducted in RMG industry in Bangladesh, Shaheen et al., (2017) asserted that employees do not hesitate to work hard in fulfilling organization's targets when they are entrusted that their job is secured. The scholars noted that employee job security is one of the important components which bring employees' attachment with the organization. On the contrary, empirical literature also underlines an insignificant relationship between job security and job performance (Waheed et al., 2019). Similarly, empirical investigation by Staufenbiel and König (2010) found an insignificant impact of job security on 136 German employees.

According to Emi, Daisuke, Ryoko, Akiomi, Akihito and Akizumi (2017)'s study conducted in Japan using cross sectional data, working hours are considered as one of the predictive factors of work productivity. However, the study was conducted in a manufacturing sector of a developed country, and focused on working hours and productivity. This created a knowledge gap for this study to bridge by conducting a study on how working hours influence employee performance in a district local government.

A study by Pencavel (2015) using British war plant data suggested that longer working hours increased work productivity. On the contrary, Watanabe, Imamura and Kawakami (2016) reported that the working 50 or more hours per week was not significantly associated with the onset of depressive disorder. Therefore, it was not entirely clear how working hours and work productivity. Besides, the studies were conducted in developed countries and scholars fail to show how working hours affect employee performance, an aspect that was considered in this study.

According to Iji, Angioha and Okpa (2019)'s study conducted in Nigeria using a survey research, working late, working in long shift, and the issue of overworking are common challenge in today's organisational world. However, Iji et al (2019)'s study examined the relationship between working hours, job security and employee well-being, with limited focus on employee performance. Moreover, the study was conducted in commercial banks. This created a knowledge gap for this study to bridge by examining how working hours affect employee performance in Ibanda district local government, an area that received limited attention from previous studies.

Physical conditions and employee performance

The physical working conditions influence on employee functions and determine the well-being of organizations. By having a good physical environment, the employees could apply their energy and their full attention to perform work. Elements of physical work environment need to be proper so that the employees would not be stressed while doing their job (Syutrika, 2016).

According to Syutrika (2016) the physical conditions in a work environment includes the internal and external office layout, comfort zone, temperature as well as the office work setting or arrangement. A physical workplace is an area in an organization that is being arranged so that the goal of the organization could be achieved (Amir, 2010) Furthermore, Amir (2010) mentions an office layout plan and the office comfort as elements related to the physical working environment. A physical work environment can result a person to fit or misfit to the environment of the workplace. However, the scholars do not explain how physical working environment affects employee performance, an aspect that was considered by this study.

A study by Naharuddin and Sadegi (2013) on factors of workplace environment that affect employees' performance: study case of Miyazu Malaysia, revealed that the physical workplace environment has a significant relationship towards the employees' performance. However, the study employed a case study design and was conducted in a developed country. As such, the current study was conducted using a cross sectional study design, in Ibanda district local government, Uganda, a developing country. In addition, Syutrika (2016) mentioned lighting, temperature, existence of windows free air movement as the ambient features in office environments. They further suggest that such features or elements of the physical environment influence employees' attitudes, behaviors as well as performance.

Similarly, Ismail (2010)'s study on the influence of physical workplace environment on the productivity of civil servants: the case of the ministry of youth and sports Putrajaya Malaysia elaborates further that physical environment (comfort level, temperature) strongly influences the employee productivity. They further posit that a key factor that determines organisational performance is the physical conditions of workplace environment which influences employees' performance at work. However, the scholars' study focused at the Ministry of Youth and Sports in Malaysia, whose context may be different from that of Ibanda District Local Government.

According to Syutrika (2016), poorly designed workstations, unsuitable furniture, lack of ventilation and inappropriate lighting have an impact on employee performance. However, it was not clear how such physical conditions affect employee performance in Ibanda district Local Government.

Workplace incentives and employee performance

According to Cross (2019) workplace incentives constitute rewards granted to employees for the achievement of specific results. They are motivation for work and may be used to incite action or greater effort. They could be financial or non-financial rewards. However, Kajungu and Mugisha (2015) noted that Uganda still has a challenge to establishing appropriate incentives packages to retain human resources in the public sector. However, the study focused on incentives and employee retention, thereby creating a knowledge gap for this study to bridge.

Ndungu (2017)'s study at Kenyatta University using a descriptive research design, it was noted that incentives significantly relates to employee performance. Whereas the study was conducted in an education institution using a descriptive research design, the current study was conducted in Uganda, using a cross sectional research design to examine the effect of workplace incentives in the district local government an area that has received limited attention by previous empirical studies.

In a study done by Wawa (2011) showed that low staff salary was the least effective retention strategy. Similarly, a study by Sihombing, Astuti, Al Musadieq, Hamied and Rahardjo (2018) in South Africa, using a quantitative research approach showed that salary significantly affects employee performance. Similarly, Mira, Choong and Thim (2019)'s study in Saudi Arabia noted that remuneration in terms of bonus, salary and other categories of monetary rewards and compensation constitute another approach to ensure employee job satisfaction. Duchoslav and Cecchi (2019)'s study in Uganda also revealed that additional salary bonuses make staff feel more appreciated for their efforts. However, Nakacwa, (2017) found out that inadequate basic salary reduces the social status of employees and leads to lack of commitment on the job hence increase employees' tendency to leave an organization. As such it was not clear how salary affects performance of employees, an aspect that was looked into in Ibanda district.

Cole (2017) noted that allowances are monetary incentives directly paid to employees to facilitate their performance. These may include but not limited to medical, transport, lunch and subsistence allowances. It is believed these allowances have a great impact on employee performance and lack of them may incapacitate the labour force and may contribute to labour turnover. However, allowances depend on several factors such as the position which one holds, the number of extra hours one has worked for and the responsibilities which one has. Whereas the scholars highlight various forms of allowances and the factors that determine allowances, the scholars fail to explain how the allowances affect employee performance in terms of quality of services offered, timeliness, efficiency in service delivery, meeting targets and availability of staff.

According to Zirra, Mambula and Anyatonwu (2019), an employer who offers benefit packages that are more attractive often enjoys the advantage of hiring and retaining employees that are qualified with competing institutions. They are given to encourage employees and retain them for effectiveness and efficiency of the organisation. However, it is not clear how benefits influence employee performance. In a study by Evelyne, Muathe and Kilika (2018) using a descriptive research design, it was established that fringe benefits are often regarded as most important by employees in several private equity companies in Nairobi County,

Kenya. However, the scholars did not explain the effect such rewards have on employee performance. Besides, their study was conducted in private equity companies with limited attention on district local governments, thereby creating a knowledge gap for this study to look into.

According to Bernardin (2017), the main objective for many programs for fringe benefits in organisations is attraction, retention and motivation of qualified and competent employees. In a study conducted by Mugaa, Guyo and Odhiambo (2018) conducted in Nairobi Kenya, it was established that when strategies on fringe benefits are increased, employees in large commercial banks are happy such performance also increases. El-Ghalayini (2017) also noted that benefits employees receive motivate them to perform well at their workplaces. Nevertheless, there is still debate regarding whether fringe benefits facilitate employee performance (Milkovitch & Newman, 2014). Besides, Mugaa et al (2018)'s study was conducted in commercial banks. As such, this study will examine how fringe benefits affect employee performance in Ibanda district local government.

Summary

The reviewed literature revealed that working conditions are essential employee performance. Workplace environments greatly impact on the motivation and performance level in an organisation. In addition, the quality of the relationship between a supervisor and subordinate is related to employee job performance because of a norm of reciprocity, with resources and support coming from the supervisor to the employee, and the employee reciprocating with motivation and positive attitudes. However, literature does not clearly explain how the relationship between supervisors and employees, influences performance. The literature further reveals that job security influences the overall performance of the team as well as that of the organisation. Organizations with workers with low job security cause people to lose faith in their future which consequently affect performance. However, it remains unclear, the effect which job security has on the performance of employees. Organizations benefit from staff who are more satisfied and comfortable with their work routines. Organizations gain some tangible outcomes like lower absenteeism and turnover which enhance employee performance. The conditions of physical work environment influence the way employees function and determines the well-being of organizations. The literature further reveals that poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, impacts on employees' performance. However, most studies were conducted in developed countries, in organisations other than district local governments while using methodologies different from what this study intends to use, thereby creating the knowledge gap for this study to bridge.

IV. METHODOLOGY

Research design

This study employed the cross-sectional study design. This is because the design collects data at one point in time (Sekarani, 2003). Thus, the study employed a cross-sectional design since it enabled the researcher to collect data from respondents in different departments over a short period of time since exposure and outcomes are determined simultaneously for each subject (Hemed, 2017). Both qualitative and quantitative techniques were used to collect and analyze data.

Study population

A study population refers to a clearly stated collection of objects or individuals with characteristics of the same nature (Adwok, 2015). The population for this study comprises of 166 employees at Ibanda district local government, from various departments as indicated in Table 1. The above population was considered because working conditions affect performance of employees in the above departments in Ibanda district local government.

Sample size and Selection

Sample size

This refers to a population's subset comprised of members selected from a population for the study (Sekaran, 2003). The sample size of 160 respondents was selected from the target population of 166 composed of Ibanda district staff. The sample size was determined with the aid of Krejcie and Morgan (1970)'s table for sample size determination as shown below.

Table 1 Study Population and Sample Size

Category	Target Population	Sample Size	Sampling Technique
Heads of Department	14	14	Purposive Sampling
Finance	30	28	Simple random sampling
Administration and management	35	32	Simple random sampling
Planning	8	8	Purposive Sampling

Audit	8	8	Purposive Sampling
Production	20	19	Simple random sampling
Education	10	10	Purposive Sampling
Health	10	10	Purposive Sampling
Human Resource Management	4	4	Purposive Sampling
Natural resource	6	6	Purposive Sampling
Works	6	6	Purposive Sampling
Community based services	8	8	Purposive Sampling
Trade, industry & local economic development	3	3	Purposive Sampling
Procurement	2	2	Purposive Sampling
Statutory	2	2	Purposive Sampling
Total	166	160	

Source: Ibanda Human Resource Office (2021)

Table 1 shows that 160 respondents were drawn from 166 staff members at Ibanda district local government. This sample size was adequate to support generalization of findings from the study. Simple random and purposive sampling methods were employed for selection of respondents.

Sampling Techniques and Procedure

Sampling is the procedure employed to select a sample of individuals that are statistically representative from a population in which a researcher is interested (Kamangar & Islami, 2013). It is an essential instrument for research given that the population in which the researcher is interested often contains very many individuals of the research project to consider as participants. During the study, the researcher employed purposive and simple random sampling techniques in the selection of respondents. This is because valid and reliable information will be obtained from specific persons in the accessible population in specific time basing on knowledge ability of the study (Amin, 2005).

Purposive sampling

This is a method whereby the researcher gathers samples through a system which does not offer all individuals equal opportunities to be considered (Bhat, 2015). Purposive sampling was used in the selection of key informants to participate in the study. This is because they hold positions with specialized knowledge (Neuman, 2013) and are more knowledgeable about working conditions and employee performance at the district. The weakness of purposive sampling is that it may be highly vulnerable to bias (Sharma, 2017). However, the researcher used research assistants and emphasize objectivity while selecting respondents.

Simple Random Sampling

Simple random sampling is a method employed in the selection of a specific number of people from a target population and provides each individual or sample frame equal opportunities to be considered for participation in the study and enhances external validity (Adwok, 2015). During the study, the researcher employed simple random sampling techniques in selecting respondents from staff members. The researcher wrote each sample on a piece of paper and mix them to draw a lottery and randomly select the participants. This was based on the notion that the technique of simple random sampling offers participant's equal chances to participate in the study and provide data that is reliable (Sekaran, 2003). The limitation of simple random sampling is that it requires a complete list of members of the population which may not be usually available for big populations (Sharma, 2017). However, the researcher contacted the Human Resource Office for the list of all employees at Ibanda district local government from which to sample the targeted respondents

Data Collection Methods

During the study, the researcher utilized questionnaire survey method and document reviews.

Interview Methods

Interview method refers to a technique of consultation whereby the researcher seeks additional knowledge of an issue opinionated by individuals being interviewed (Essa & Anozie, 2017). Interviews involved Heads of Department to generate qualitative data to supplement the information generated through questionnaires. The interviews were structured comprising a set of issues on working conditions and employee performance. According to Cooper, (2014) interviews allow the interviewer to clarify and capture facial expressions of respondents and have a benefit of generating detailed data via probing. The weakness with interview method is that interviewees can be hesitant to give responses to questions that are sensitive (Sharma, 2017). However, the researcher assured respondents of maximum confidentiality.

Questionnaire Survey Method

This is a set of questions employed to elicit data from a large group of people in a given study (Sharma, 2017). It is important in collection of primary data. Structured questions were formulated and put on paper for participants to provide responses. The method was applied during the collection of data from staff members in different departments at Ibanda district local government. Questionnaire method is dependable and reliable for a large sample, offers respondents ample time free from interview bias and cheap on the other hand (Mugenda & Mugenda, 2003). It was considered because it increases chances of getting valid information and can be filled at one's own convenience. Furthermore, questions contained both working conditions and employee performance to address research objectives and questions or hypotheses. The weakness of questionnaire survey method is failure to cover very busy and pre-occupied persons among the respondents (Ahuja, 2010). However, the researcher gave respondents ample time and schedule appropriate times when to meet them.

Document Review Method

This is a method through which a researcher analyses texts that entail records of events, rules, values, as well as norms applicable to the subject being studied (Creswell, 2012). This was used to collect secondary data involving a review of existing documents relevant to the study including reports, minutes and performance reports (Creswell, 2009). A checklist with topics containing relevant documents to the study was made in order for easy reference which helped get internal view and their strategic objectives using already available sources for reference and this enables highlighting on key elements in the research to generate necessary information or the study.

Data Collection Instruments

Self- Administered Questionnaires

Precise and short structured questions with simple language easily understood by the respondents were employed to collect data from participants in different departments. This is because it reduces subjectivity that results from close contact with the respondents and gives wider coverage of the respondents. Ahuja (2010) adds that, it collects necessary information within a short period of time and is cheap.

Interview guide

The interview guide was composed of items to use during face-to-face interviews. The interview guide was comprised of a set of questions on workplace environment, physical conditions, workplace incentives and employee performance at Ibanda District Local Government. This instrument was used when interviewing Heads of Department to get enriched information on how working conditions affect employee performance.

Documentary Review Checklist

This is a tool that bears the list of documents to review. The researcher reviewed existing records and documents which include reports, guidelines, policies and performance reports to obtain more information on working conditions and employee performance an Ibanda district local government.

Quality Control of Data Collection Instruments

These are two important concepts for research purposes (Amin, 2005). He argued that validity is the appropriateness of a tool yet reliability refers to consistence in measurement of whatever the instrument intends to measure.

Validity of Instrument

Creswell (2009) refers to validity as the degree to which a study measures what it intends to measure. Validity was ensured by pre testing research instruments after which content validity were employed to ascertain the degree to which the content of the instrument corresponds to the concept to be measured. The researcher used expert judgment to pre test each selected items using the formula below;

$$\text{Content Validity Index (CVI)} = \frac{\text{Number of items rated relevant}}{\text{Total number of items in the questionnaire}}$$

The results above 0.7 revealed that the tool was valid as supported by Kathuri and Palls (1994) who argued that for any tool to be considered valid, the CVI ought to be greater than 0.7. If the CVI of a research instrument is below 0.7 then the instrument is considered not valid. In this case, the items rated irrelevant was improved and the tool retested until the appropriate CVI is obtained

Table 3.2 Results from Validity tests

Variable	CVI	No. of items
Workplace environment	0.75	12
Physical conditions	0.888	9
Workplace incentives	0.777	9
Employee performance	0.857	7

Source: Primary data (2022)

Results in Table 3.2 show that the CVI for all study variables was above 0.7 which shows that the data collection instruments were in position to collect valid data for the study.

Reliability

Reliability refers to the degree to which a data collection tool yields similar results in repeated trials (Creswell, 2009). The study adopted the test-retest technique (Amin, 2005). Questionnaires were given to ten participants that did not participate during the final study, after which obtained responses were organized with the aid of SPSS software and analyzed to determine the Cronbach's alpha. The reliabilities above 0.7 implied that the instrument was reliable for the study.

Table 3.3 Results from reliability tests

Reliability Statistics

Cronbach's Alpha	N of Items
.859	36

Source: Primary data (2022)

Results in Table 3.3 show that the Cronbach's Alpha was .859 which shows that the data collection instruments were in position to collect reliable data for the study.

Procedures of Data Collection

The researcher obtained an introductory letter from the Bishop Stuart University for permission to conduct field work activities. This enabled data collection with ease. In addition, the exercise took one month and was conducted with support of two research assistants where research instruments were tested and improved upon and each questionnaire attached with a cover letter from the university. The researcher as part of the introduction explained to participants the study purpose and adapted to suitable language where necessary

Data Analysis

Quantitative analysis was applied using SPSS version 23 to clean, sort and analyse data depending on the questions from the instrument applied for easy interpretation and report presentation of information for easy utilization of research findings.

Qualitative Data Analysis

This is a type of data analysis which helps a researcher reveal the content in a source of communication (Cooper, 2014). In line with Creswell (2012), data collected was prepared for analysis after document review. To ensure quality data, it was read through to get sense out of it and coded to identify emerging issues to develop code. Then themes were developed to advance relationships between popular topic mentioned and how they influenced each other and finally interpret the results.

Quantitative Data Analysis

This is method used to analyse data obtained with the aid of the questionnaire. Descriptive and inferential statistical measure were applied. This was supported using SPSS version 23. It was further presented in form of mean, frequencies, standard deviation and percentage and will be reflected in graphical and tabular format. Inferential statistics used included Pearson Correlation Coefficient to illustrate the relationship between independent and dependent variables while regression analysis was employed to explain how the independent variables predict the dependent variable.

V. PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

Employee performance

This section presents respondents' opinions on employee performance at Ibanda district local government. The parameters used for employee performance included quality of services offered, timeliness in service delivery, efficiency in service delivery, meeting targets and availability of staff.

Table 4.3 Responses on employee performance

Statement	SA	A	NS	D	SD	Mean	Std. Devn
The work that I produce meets the expected standards	18.8%	54.5%	13.4%	9.8%	3.6%	3.75	.991
The work that I do is in line with procedures	33.0%	50.9%	9.8%	1.8%	4.5%	4.06	.952
I produce my work when it is error free	19.6%	38.4%	11.6%	24.1%	6.3%	3.40	1.248
I always accomplish my tasks on time	17.0%	36.6%	0%	41.1%	5.4%	3.19	1.284
I always provide the required services	30.4%	3.6%	8.0%	19.6%	38.4%	2.16	1.062

to customers within the expected time							
I usually complete targets set for me to achieve	33.0%	43.8%	16.1%	7.1%	0%	4.03	.885
I am always available for duty whenever I am scheduled to work	21.4%	51.8%	16.1%	8.9%	1.8%	3.82	.932

Source: Primary data (2022)

Results in Table 4.3 show that majority of the respondents produce work that meets the expected standards as reported by 73.3% of the respondents. Only 13.4% of the respondents disagreed while the other 13.4% were not sure. The obtained mean response was 3.75 which is above average and a standard deviation of .991 which shows that there were low variations in responses.

Regarding whether the work they do is in line with procedures, only 83.9% of the respondents agreed while the majority 6.3% disagreed and 9.8% were not sure. The obtained mean response was 40.06 which is above average and a standard deviation of .952. This reflects general agreement with the statement. On whether they produce my work when it is error free, 58% of the respondents agreed while 30.4% disagreed and 11.6% were not sure. The findings were verified with a mean response of 3.40 which is above average and standard deviation of 1.248. This shows that respondents generally agreed that the work they produce is error free. Although most respondents reported that the work they produce is free from errors, key informant noted that there are instances when reports contain mistakes as quoted:

There are situations where employees produce documents with grammatical errors and inaccurate statistical information. Such errors undermine the quality of work done at the district, and employees are always urged properly scrutinize their reports before disseminating them. [Head of Natural Resource Department, Age 52, female, 2022]

This shows that whereas majority of the employees produce work that is free of errors, there are instances where some of the reports are produced with errors which indicates substandard performance by some employees at Ibanda District Local Government.

Study findings further showed that most respondents accomplish their tasks on time. This was reported by 53.6% of the respondents while 46.5% disagreed with the statement. The obtained mean response was 3.19 which is above average and a standard deviation of 1.284 which shows that there were variations in the obtained responses. Given that the mean value was above average, it shows that majority of the respondents consented to promptly accomplishing their tasks.

Regarding whether they always provide the required services to customers within the expected time 83.9% agreed while 16.1% disagreed. The corresponding mean response was 3.96 which is above the average of 3.0 and a standard deviation of 1.098 which shows that there were slight variations in the obtained responses. This implies that majority of the respondents reported that they provide services within the expected time. In line with the above findings, a key informant had this to say:

“Although staff members have a lot of work to do, they always endeavour to attend to all clients in need of services within the expected time. For instance, the Department of Community Development gets a lot of issues from community members, and the responsible officers ensure that all issues are amicably handled in time.” [Head of Health Department, age 48, Male, 2022]

The above revelation shows that sometimes, employees endeavour to attend to all clients in time to ensure improved employee performance at the district. It was further established that majority of the respondents usually complete targets set for them to achieve. This was reported by 92.9% of the respondents who agreed while only 7.1% disagreed. The corresponding mean response was 4.25 which is more than average and the standard deviation of .788. This shows that there were low variations in responses. This reflects general agreement with the idea that employees accomplish the set targets.

According to study findings, most respondents are always available for duty whenever they are scheduled to work as revealed by 87.5% of the respondents who agreed compared to 12.5% who disagreed. The obtained mean response was 4.00 which is above average and a standard deviation of .870 which indicates that there were low variations in the obtained responses. This implies that most employees are always present for duty as per their working schedule. In support of the above, a key informant asserted:

“We have an attendance register in which all employees must sign whenever they report for duty. Analysis of the registers shows that majority of them are always available for their scheduled duties although there are few instances of absenteeism.” [Head of Human Resource Department, Age 46, Female, 2022]

The above findings show that most employees are always available for their scheduled duties, and staff members sign the attendance register whenever they report to work. This shows commitment to their work and indicates improved employee performance.

Workplace environment and employee performance

In line with the first objective of the study, views were sought from respondents regarding workplace environment and responses were given to what extent they agree with the different statements as shown in Table 4.4

Table 4.4 Responses of workplace environment

Statement	SA	A	NS	D	SD	Mean	Std. Devn
I relate well with my co-workers	23.2%	58%	8%	12.5%	5.4%	3.75	1.111
My workmates trust me	33.0%	44.6%	8.0%	9.8%	4.5%	3.92	1.100
My co-workers respect me	16.1%	42.9%	26.8%	13.4%	0.9%	3.60	.944
I have adequate job protection against dismissal from my job	19.6%	39.3%	11.6%	24.1%	5.4%	3.44	1.206
I signed a work agreement contract before starting to work at Ibanda district local government	65.2%	33.9%	0%	0%	0.9%	4.63	.587
I feel safe working at Ibanda district local government	15.2%	57.1%	16.1%	9.8%	1.8%	3.74	.898
I have a guarantee to work at Ibanda district local government for the next three years unless I voluntarily resign	26.8%	43.8%	19.6%	6.3%	3.6%	3.84	1.009
The time of reporting on duty is favorable for me	32.1%	39.3%	16.1%	8.0%	4.5%	3.87	1.095
I do finish my work within the normal working hours	12.5%	49.1%	0%	33.0%	5.4%	3.30	1.207
I am contented with the number of hours I work each day	17.9%	44.6%	0%	22.3%	15.2%	3.28	1.390
Am paid overtime whenever am required to work beyond the official working time.	8.9%	15.2%	0%	56.3%	19.6%	2.38	1.216

Source: Primary data (2022)

Results in Table 4.4 show that most respondents relate well with their co-workers. This was reported by 90.2% who agreed with the statement compared to 17.9% who disagreed and 8% not sure. The corresponding mean score was 3.75 which is above the average and a standard deviation of 1.111, which shows that some respondents gave varying responses. Since the mean value was above average, it implies that most employees relate well with their co-workers in Ibanda district local government. In addition, majority of the respondents agreed that their workmates trust them. This was reported by 77.6% of the respondents although 14.3% disagreed and 8.0 were not sure. The obtained mean value was 3.92 which reflects general agreement with the statement and the standard deviation of 1.100, implying that few respondents disagreed with the statement.

When asked whether they co-workers respect them, 59% agreed while 14.3% disagreed and 26.8% were not sure. The findings were verified with a mean response of 3.60 and standard deviation of .944 which reflects general agreement with the statement. In addition, majority 58.9% of the respondents agreed that they have adequate job protection against dismissal from their job. On the other hand, 29.5% disagreed while 11.6% not sure. The corresponding mean response of 3.44 was above average which reflects general agreement with the statement, while the standard deviation of 1.206 implies that some respondents gave varying responses. In support of the above findings, one Head of Department had this to say: *“Staff members are given appointment letters to show that they are permanent government employees. Such letters protect them against dismissal*

unless they commit extraordinary felony” [Head of Human Resource Department, age 46, Female, 2022]. This implies that employees in Ibanda District Local Government have projection from their jobs.

During the study, 99.1% of the respondents agreed that they signed a work agreement contract before starting to work at Ibanda district local government. Only 0.9% of the respondents disagreed. The obtained mean response was 4.63 which is way above average and a standard deviation of .587. This shows that almost all respondents signed work agreement contracts. In line with the above findings, a key informant asserted: *“...all government employees sign work agreements indicating that they have accepted to take on the responsibilities assigned them under particular work contracts. The agreements state the responsibilities of the district as the employer and those of employees.”* [Head of Human Resource Department, age 46, Female, 2022]

The above findings imply that employees sign work agreement contracts stipulating their roles and responsibilities. The agreements also provide job security for employees which enhances their commitment and performance.

Study findings further show that most respondents feel safe working at Ibanda district local government as revealed by 72.3% of the respondents. Only 11.6% disagreed while 16.1% were not sure. The findings were verified with a mean response of 3.74 which is above average and a standard deviation of .898. This shows that respondents generally feel safe working at Ibanda district local government. Study findings further show that most respondents have a guarantee to work at Ibanda district local government for the next three years unless they voluntarily resign. This was reported by 70.6% of the respondents although 6.6% disagreed and 19.6% were not sure. The corresponding mean value was 3.84 which is above average and a standard deviation of 1.009. This shows that employees at Ibanda district local government are generally guaranteed to work at the district for the next three years. In support of the above findings, a key informant echoed: *“The work contracts which employees sign show that they are permanent and pensionable government employees. That means that they are guaranteed to work with the district until they reach the retirement age.”* [Head of Production Department, Age 47, Male, 2022]

This shows that employees at Ibanda District Local Government are guaranteed to work at the district for more than three years. This further implies that they are assured of job security which improves their performance.

Regarding whether the time of reporting on duty is favorable for them, 71.4% of the respondents agreed while 12.5% disagreed and 16.1% were not sure. The findings were supported by a mean response of 3.87 which is above average and a standard deviation of 1.095. This implies that reporting time is generally favourable for most employees at Ibanda district local government. In line with the above findings, a key informant had this to say:

“Staff members start reporting for duty from 8:00 am although there are some who report late. Nevertheless, the reporting time is favourable because they have not complained about it in any way.” [Head of Human Resource Department, age 46, Female, 2022]

The above revelation shows that the reporting time is favourable for employees, which enhances their performance. On whether they do finish their work within the normal working hours, 61.6% of the respondents agreed, 38.4% disagreed. The obtained mean response was 3.30 which reflects general agreement with the statement, and a standard deviation of 1.207 which shows that there were few variations in the obtained responses. This means that most of the employees finish their work within in the normal working hours. In addition, 62.5% of the respondents agreed that they were contented with the number of hours I work each day. However, 37.5% disagreed with the statement. The corresponding mean response was 3.28 which is above average and a standard deviation of 1.390, indicating that employees were generally contented with the number of hours they work each day. When asked whether they are paid overtime whenever they are required to work beyond the official working time, 24.1% agreed while 75.9% disagreed. Mean 2.38 and a standard deviation 1.216. This shows that most employees do not receive payment whenever they work beyond their official working time. In line with the above findings, a key informant asserted:

“Most employees work overtime out of their own will to complete their assignments and reduce the workload. But if a supervisor specifically asks a staff to work for extra hours other than the official working hours, they are paid overtime.” [Head of Finance Department, Age 54, Male, 2022]

The above findings show that most employees are not paid overtime when they work beyond official working time expect if they are specifically asked by the supervisor. When employees are not paid for the extra hours worked, they get demoralised which reduces their performance. *Correlation analysis for workplace environment and employee performance*

The study examined the relationship between workplace environment and employee performance. In order to establish the direction of relationship between these variables, Pearson (r) correlation coefficient was computed as shown in the table below.

Table 4.5 Correlation matrix for workplace environment and employee performance
Correlations

		Workplace environment	Employee performance
Workplace environment	Pearson Correlation	1	.796**
	Sig. (2-tailed)		.000
	N	112	112
Employee performance	Pearson Correlation	.796**	1
	Sig. (2-tailed)	.000	
	N	112	112

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

Source: Primary data (2022)

Results in Table 4.5 show the correlation coefficient r of 0.796 and its significance 0.000 which was less than 0.05 level of significance. Therefore, according to the results, there was a strong significant positive relationship between workplace environment and employee performance. The P-value of .000 implies that workplace environment statistically influences employee performance.

The strong positive relationship between the study variables implies that change in relations with co-workers, job security and working hours significantly influences employee performance. Therefore, employee performance at Ibanda district local government is strongly affected by workplace environment.

Regression analysis for workplace environment and employee performance

To test the effect of strength of workplace environment on employee performance, the researcher run a regression analysis as illustrated in the table below

Table 4.6 Regression analysis for workplace environment and employee performance
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 ^a	.634	.631	.38304

a. Predictors: (Constant), Work place environment

Source: Primary data (2022)

Results in Table 4.6 show that the coefficient of determination (Adjusted R Square) value is 0.631. This implies that workplace environment explains 63.1% variation of employee performance at Ibanda district local government. Therefore, workplace environment has a strong influence on employee performance.

Physical conditions and employee performance

During the study, the researcher sought respondents' opinions about physical conditions at Ibanda District Local Government. Results are presented in Table 4.7

Table 4.7 responses on physical conditions

Statement	SA	A	NS	D	SD	Mean	Std. Devn
I have all the required equipment to facilitate my work	12.5%	43.7%	0%	33.9%	6.3%	3.26	1.228
The equipment I use to carry out my duties are in good condition	21.4%	36.6%	0%	22.3%	19.6%	3.18	1.490
The available work equipment facilitate me to perform my duties in a better way	15.2%	46.4%	0.9%	3.6%	33.9%	3.41	.844

My workplace is well ventilated	33.0%	50.9%	9.8%	1.8%	4.5%	4.06	.952
My place of work as has sufficient lighting	33.0%	43.8%	16.1%	7.1%	0%	4.03	.885
The lighting in my office facilitates me to perform my duties well	28.6%	50.9%	13.4%	6.3%	0.9%	4.00	.870
The office space is adequate for me to perform my duties well.	12.5%	31.3%	0%	35.7%	20.5%	2.79	1.402
The sitting arrangement at my workplace enables me to carry out my duties well	21.4%	51.8%	0%	22.3%	4.5%	3.63	1.178
The office furniture at my workplace makes me comfortable to perform my duties.	16.1%	45.5%	0%	31.3%	7.1%	3.32	1.268

Source: Primary data (2022)

Results in Table 4.7 show that most respondents have all the required equipment to facilitate their work. This was reported by 59.8% of the respondents who agreed with the statement compared to 40.2% who disagreed. The findings were justified with a mean score of 3.26 which is below the average of 3.0 and a standard deviation of 1.1228. This implies that most respondents agreed with the statement which shows that they have adequate equipment for their work. When respondents were asked whether the equipment they use to carry out their duties are in good condition 58% agreed while 41.9% disagreed. The corresponding mean response was 3.18 which is above average and a standard deviation of 1.490. This shows that respondents generally agreed that their equipment are in good condition.

According to study findings, most respondents revealed that the available work equipment facilitate them to perform their duties in a better way. This was reported by 61.6% of the respondents who agreed compared to 37.5% who disagreed and 0.9 % not sure. The findings were verified with a mean response of 3.41 and a standard deviation .844. This shows that respondents generally consented that the available work equipment facilitate the to perform their duties well. During the study, it was further established that respondents' workplace is well ventilated. This was reported by 83.9% of the respondents who agreed with the statement compared to 6.3% who disagreed and 9.8% not sure. The findings were justified with a mean response of 4.06 which is above average and a standard deviation of .952 which shows that there were low variations in responses. Therefore, respondents generally agreed that their workplace is well ventilated. In line with the above findings, a key informant asserted:

"All our offices are well ventilated to allow in fresh air for staff members to comfortably carry out their duties. Staff members also open office windows for proper aeration which enables them to perform their duties well." [Head of Planning Unit, Age 44, Male, 2022]

This shows that there is proper ventilation of the offices at Ibanda district local government which contributes towards improved employee performance.

In line with the above findings, the majority 76.8% of the respondents consented that their place of work as has sufficient lighting. Only 7.1% of the respondents disagreed and 16.1% were not sure. The corresponding mean response was 4.03 which is above average and a standard deviation of .885 which reflects general agreement with the statement. In addition, most respondents 79.5% consented that the lighting in their office facilitates them to perform their duties well. Only 7.2% of the respondents disagreed while 13.4% were not sure. The corresponding mean response was 4.00 which is above average and a standard deviation of .870 which shows that there were low variations in responses. This shows that respondents generally agreed that their lighting facilitates them to perform their duties well. The above findings were supported by a key informant who had this to say:

"...when there is enough lighting in the office, employees perform well because they can properly see what they are doing. Adequate lighting also prevents employees from facing eyesight challenges." [Head of Works Department, Age 49, Male, 2022]

From the above findings, it can be noted that adequate lighting facilitates employees to execute their duties well, hence improved employee performance.

Regarding whether the office space is adequate for them to perform their duties well, 43.8% of the respondents agreed while 56.2% disagreed. The corresponding mean value for the statement was 2.79 which is below average and a standard deviation of 1.402. This shows that respondents were generally in disagreement with the statement, indicating that they do not have adequate office space. In support of the above findings, a key informant asserted:

“The district does not have adequate office space. In fact, most staff members share offices with colleagues. There was a proposal to construct another building for administration offices, but this has not yet been approved.” [Head of Community Based Services Department, Age 51, Male, 2022]

The above findings show that employees do not have ample office space which affects their concentration at the workplace and negatively affects their performance. It was further established that the sitting arrangement at their workplace enables them to carry out their duties well. This was revealed by 73.2% of the respondents compared to 26.8% who disagreed. The corresponding mean response was 3.63 which is above average and a standard deviation of 1.178. This reflects general agreement with the statement. In addition, most respondents 61.6% agreed that the office furniture at their workplace makes them comfortable to perform their duties. However, 38.4% disagreed. The corresponding mean response was 3.32 which is above average and a standard deviation of 1.268. This shows that respondents generally agreed with the statement.

Correlation analysis for physical conditions and employee performance

The study examined the relationship between physical conditions and employee performance. In order to establish the direction of relationship between these variables, Pearson (r) correlation coefficient was computed as shown in the table below.

Table 4.8 Correlation matrix for physical conditions and employee performance

Correlations			
		Physical conditions	Employee performance
Physical conditions	Pearson Correlation	1	.690**
	Sig. (2-tailed)		.000
	N	112	112
Employee performance	Pearson Correlation	.690**	1
	Sig. (2-tailed)	.000	
	N	112	112

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

Results in Table 4.8 show the correlation coefficient r of 0.690** and its significance 0.000 which was less than 0.05 level of significance. Therefore, according to the results, there was a strong significant positive relationship between physical conditions and employee performance. The P-value of .000 implies that physical conditions statistically influence employee performance.

The strong positive relationship between the study variables implies that change in work equipment, ventilations & lightings and office lay out significantly influence employee performance. Therefore, employee performance at Ibanda district local government is strongly affected by physical conditions.

Regression analysis for physical conditions and employee performance

To test the effect of strength of physical conditions on employee performance, the researcher run a regression analysis as illustrated in the table below

Regression analysis for physical conditions and employee performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.690 ^a	.477	.472	.45805

a. Predictors: (Constant), Physical conditions

Source: Primary data (2022)

Results in Table 4.9 show that the coefficient of determination (Adjusted R Square) value is 0.447. This implies that physical conditions explain 47.2% variation of employee performance at Ibanda district local government. Therefore, physical conditions have a strong influence on employee performance.

Workplace incentives and employee performance

During the study, the researcher sought respondents' opinion about workplace incentives at Ibanda District Local Government. Results are presented in Table 4.10

Table 4.10 responses on workplace incentives

Statement	SA	A	NS	D	SD	Mean	Std. Devn
The district gives me a fair pay at the end of the month to enhance my	38.4%	49.2%	0%	12.5%	6.3%	3.95	1.207

performance							
I receive my salary promptly.	34%	42.9%	0%	19.6%	3.6%	3.53	1.074
The salary I receive motivates me to perform better at Ibanda District Local Government	39.3%	0%	0%	58.9%	1.8%	4.38	.522
Allowances may have a great impact on my performance at Ibanda district local government	12.5%	31.3%	33.0%	16.1%	7.1%	3.26	1.097
The allowances I receive are commensurate to the extra work that I do	5.4%	24.1%	0%	40.2%	30.4%	2.34	12.84
The allowances I receive are reasonable to enhance my performance	1.8%	25.0%	0%	57.1%	16.1%	2.39	.842
The district gives me fringe benefits	8.0%	28.6%	0%	41.1%	22.3%	2.59	1.085
I receive the fringe benefits in time	6.3%	35.7%	0%	33%	25%	2.65	1.354
The fringe benefits I receive motivate me to work harder	25.9%	42.9%	0%	8.0%	23.2%	3.87	1.392

Source: Primary data (2022)

Results in Table 4.10 show that 87.6% of the respondents agreed that the district gives them a fair pay at the end of the month to enhance my performance. Only 18.8% disagreed with the statement. The corresponding mean response was 3.95 which is above average and a standard deviation of 1.207, indicating that there were low variations in responses. This shows that most respondents receive a fair pay at the end of the month which enhances their performance. In addition, it was established that most respondents promptly receive their salary. This was reported by 76.9% of the respondents who agreed compared to 23.2% that disagreed. The corresponding mean response was 3.53 which is above average and a standard deviation of 1.074. This shows that respondents generally agreed that they receive their salary promptly. In line with the above findings, a key informant had this to say:

"Staff members begin to receive their monthly salary on the 25th day of each month. This is aimed at ensuring that employees promptly receive their salary and become motivated to perform their duties in a better way." [Head of Finance Department, Age 54, Male, 2022]

This shows that respondents promptly receive their salary which enhances their performance. Regarding whether the salary they receive motivates them to perform better at Ibanda District Local Government 39.3% agreed while 60.7% disagreed. The obtained mean score was 4.38 which is way above average and a standard deviation of 1.074. This reflects general disagreement, implying that the salary respondents receive does not motivate them to perform better.

Respondents were also asked whether allowances may have a great impact on their performance at Ibanda district local government 43.8% agreed while 23.2% disagreed and 33.0% were not sure. The findings were verified with a mean value of 3.26 and a standard deviation of 1.097. Given that the mean response was above 3.0, it indicates that respondents generally agreed that allowances impact on their performance. In line with the above findings, a key informant had this to say:

"Allowances show that employees' additional efforts are valued and appreciated. This motivates employees and enhances their commitment which subsequently leads to increased employee productivity." [Head of Finance Department, Age 54, Male, 2022]

From the above findings, it can be noted that allowances motivate employees and lead to improved employee performance. On whether the allowances they receive are commensurate to the extra work that they do, 29.5% of the respondents agreed, 70.6% disagreed. The obtained mean response of 2.34 was below the average of 3.0 which reflects general disagreement with the statement. On the other hand, the standard deviation of 1.284 shows that there were high variations in responses. In addition, only 26.8% of the respondents agreed that the allowances respondents receive are reasonable to enhance their performance. Only 73.2% disagreed with the statement. The corresponding mean response was 2.39 which is below average and a standard deviation of .842 which shows that there were high variations.

Regarding whether the district gives them fringe benefits 36.6% of the respondents agreed while 63.4% disagreed. The corresponding mean response was 2.59 which is below average and a standard deviation of 1.085

which shows that there were high variations in responses. The results imply that respondents generally disagreed that they receive fringe benefits. In support of the above findings, a key informant had this to say:

“The district does not provide employees fringe benefits because of limited financial resources. Only few top district leaders receive fringe benefits, and this demoralises some employees who feel cheated.” [Head of Human Resource Department, age 46, Female, 2022]

The above findings show that most employees at Ibanda District Local Government do not receive fringe benefits. This discourages them and reduces their performance. In addition, most respondents reported that they do not receive the fringe benefits in time as revealed by only 42% of the respondents. The majority 58% disagreed with the statement. The corresponding mean response was 2.65 which is below average and a standard deviation of 1.354 which shows that there were high variations in the responses obtained. This implies that most respondents reported that they do not receive fringe benefits in time. On whether the fringe benefits they receive motivate them to work harder, 68.8% agreed while 31.2% disagreed. The findings were verified with a mean value of 3.87 which is above average and a standard deviation of 1.392. This shows that respondents generally agreed with the statement.

Correlation analysis for workplace incentives and employee performance

The study examined the relationship between workplace incentives and employee performance. In order to establish the direction of relationship between these variables, Pearson (r) correlation coefficient was computed as shown in the table below.

Table 4.11 Correlation matrix for workplace incentives and employee performance

Correlations			
		Workplace incentives	Employee performance
Workplace incentives	Pearson Correlation	1	.477**
	Sig. (2-tailed)		.000
	N	112	112
Employee performance	Pearson Correlation	.477**	1
	Sig. (2-tailed)	.000	
	N	112	112

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

Source: Primary data (2022)

Results in Table 4.11 show the correlation coefficient r of 0.477** and its significance 0.000 which was less than 0.05 level of significance. Therefore, according to the results, there was a strong significant positive relationship between workplace incentives and employee performance. The P-value of .000 implies that workplace incentives statistically influences employee performance.

The strong positive relationship between the study variables implies that change in salary, allowances and fringe benefits significantly influences employee performance. Therefore, employee performance at Ibanda district local government is strongly affected by workplace incentives.

Regression analysis for workplace incentives and employee performance

To test the effect of strength of workplace incentives on employee performance, the researcher run a regression analysis as illustrated in the table below

Table 4.12 Regression analysis for workplace incentives and employee performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.477 ^a	.228	.221	.55644

a. Predictors: (Constant), Workplace incentives

Source: Primary data (2022)

Results in Table 4.12 show that the coefficient of determination (Adjusted R Square) value is 0.221. This implies that workplace environment explains 22.1% variation of employee performance at Ibanda district local government. Therefore, workplace incentives have a strong influence on employee performance.

Multiple regression analysis

In the table 4.13 the researcher presents the magnitude of workplace environment, physical conditions and workplace incentives on employee performance. This was done to determine the better predictor component of employee performance at Ibanda District Local Government.

Table 4.13 regression analysis for component variables of working conditions

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849 ^a	.721	.713	.33758

a. Predictors: (Constant), Workplace environment, physical conditions, workplace incentives

Source: Primary data (2022)

Results in Table 4.13 show that the coefficient of determination (Adjusted R Square) value is 0.713. This implies that working conditions in terms of workplace environment, physical conditions and workplace incentives explain 71.3% variation of employee performance at Ibanda district local government. Therefore, working conditions have a strong influence on employee performance.

Table 4.14 Analysis of variance

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	31.796	3	10.599	93.002	.000 ^b
	Residual	12.308	108	.114		
	Total	44.104	111			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Workplace environment, physical conditions, workplace incentives

In Table 4.14 Fishers ratio (F= 93.002) shows that working conditions significantly influence employee performance as further confirmed by the Sig value of 0.000. This indicates that workplace environment, physical conditions and workplace incentives have a significant effect on employee performance at Ibanda District Local Government.

Coefficients for workplace environment, physical conditions, workplace incentives and employee performance

In the table 14, the researcher presents the magnitude of workplace environment, physical conditions and workplace incentives on employee performance. This was done to determine the better predictor component of employee performance at Ibanda District Local Government.

Table 4.15 Coefficients for the component variables

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.206	.231		-.891	.375
	Workplace environment	.619	.070	.568	8.818	.000
	Physical conditions	.316	.068	.303	4.658	.000
	Workplace incentives	.146	.066	.126	2.196	.030

a. Dependent Variable: Employee performance

Source: Primary data (2022)

The results in Table 4.15 above shows the components of working conditions, that is; workplace environment, physical conditions, workplace incentives and their predictor effect on employee performance as shown by significance level (.000). The regression analysis showed that the study variables had a strong positive effect on employee performance. Thus, the study variables explain 71.3 % of the variance in employee performance at Ibanda District Local Government.

The findings further revealed that workplace environment (Beta=.568; Sig.<.000) significantly predicts employee performance. This was followed by physical conditions (Beta = .303; Sig.<.000) which also significantly predicts employee performance, and workplace incentives (Beta= .126, Sig. < .030) which is also a significant predictor of employee performance. This implies that working conditions are of paramount importance with a significant effect in improving employee performance at Ibanda District Local Government.

VI. DISCUSSION OF THE FINDINGS

Workplace environment and employee performance

Workplace environment had a positive statistically significant effect on employee performance at the 0.01 level of significance. The Pearson correlation coefficient (.796**) while the coefficient of determination (Adjusted R Square) value was .631 which implied that workplace incentives explains 63.1% variation in employee performance at Ibanda District Local Government. Therefore, workplace environment had a statistically significant effect on employee performance. Key informant interviews showed that staff members receive appointment letters and sign work agreement contracts to show that they are permanent government employees. They are guaranteed to work with the district until they reach the retirement age. The reporting time is favourable because they have not complained about it in any way. Most employees work overtime out of their own will to complete their assignments and reduce the workload. Overtime is paid to staff members who work for extra hours on the request of the supervisor.

Physical conditions and employee performance

Physical conditions had a positive statistically significant effect on employee performance at the 0.01 level of significance. The Pearson correlation coefficient (.690**) while the coefficient of determination (Adjusted R Square) value was .472 which implied that workplace incentives explains 47.2% variation in employee performance at Ibanda District Local Government. Therefore, physical conditions had a statistically significant effect on employee performance. Key informant interviews showed that offices are well ventilated to allow in fresh air for staff members to comfortably carry out their duties. They also have enough lighting to enable employees properly see what they are doing. However, the district does not have adequate office space.

Workplace incentives and employee performance

Workplace incentives had a positive statistically significant effect on employee performance at the 0.01 level of significance. The Pearson correlation coefficient (.477**) while the coefficient of determination (Adjusted R Square) value was .221 which implied that workplace incentives explains 22.1% variation in employee performance at Ibanda District Local Government. Therefore, workplace incentives had a statistically significant effect on employee performance. Key informant interviews showed that staff members promptly receive their salary as a motivation to perform their duties in a better way. Allowances show that employees' additional efforts are valued and appreciated. However, the district does not provide employees fringe benefits because of limited financial resources.

V. Discussion

Workplace environment and employee performance

During the study, it was established that most respondents relate well with their co-workers which contributes towards improved employee performance. This is consistent with Benin et al., (2019) who noted that the existence of a healthy relationship between the employers and the employees in an organization occupies a very paramount position in the realization of organizational goals and objectives. In addition, Bajaj et al. (2013) noted that effective relations among co-workers stimulate commitment and improved employee performance. During the study most respondents agreed that their workmates trust them. This is corroborated by Sanders (2012) who posits that effective employer-employee relations elicit trust and enhance performance of employees. In addition, it was established that most respondents were received respect from their co-workers. This in agreement with Karen (2015) who asserted that relations with co-workers enhance mutual respect and strengthens employee engagement which subsequently leads to improved employee performance.

Study findings revealed that most respondents have adequate job protection against dismissal from their job because they receive permanent appointments as government employees. This was supported by a key informant who stated that staff members are given appointment letters to show that they are permanent government employees. Such letters protect them against dismissal unless they commit extraordinary felony. Protection of employees against dismissal increases employees' commitment and their performance. This is in agreement with Waheed et al. (2019) who stated that job security considerably influences employee outcomes. Similarly, Loi et al. (2011) noted that job security positively influences employee performance among permanent employees. In addition, it was established that most respondents feel safe and have a guarantee to work at Ibanda district local government for at least the next three years, which contributes towards improved performance of employees. This is consistent with Shaheen et al. (2017) who argued that employees who have secure jobs are hardworking and committed to fulfilment of the organisation's targets. However, the findings contravene Waheed et al. (2019) who asserted job security has an insignificant relationship with employee performance.

Results from the current study revealed that the time of reporting on duty is favorable for most employees. From key informant interviews, it was noted that the reporting time is favourable because they have not complained about it in any way. According to Emi et al., (2017), working hours are considered as a key predictive factor for employee performance. Hence, favourable working hours enhances employee performance. In addition, study findings showed that most employees finish their work within the normal working hours. This is corroborated by Iji et al (2019) who noted that employees who are contented with their working hours perform their duties to the expectations which indicates improved employee performance.

Physical conditions and employee performance

During the study, it was established that most respondents have the required equipment to facilitate their work which enhances their performance. This is consistent with Syutrika (2016) who asserted that availability of equipment is essential for improved employee performance. Similarly, Naharuddin and Sadegi (2013) noted that work equipment significantly relate to employee performance. According to study findings, the equipment most respondents use to carry out their duties are in good condition and they facilitate them to perform their duties in a better way. This is corroborated by Amir (2010) who argued that workers ought to have equipment that in good conditions in order to perform their duties and meet organisational expectations.

According to study findings, employees' workplace is well ventilated to allow in fresh air for staff members to comfortably carry out their duties. In addition, the study revealed that employees' workplace has sufficient lighting. Similarly, key informant interviews indicated that offices are well ventilated to allow in fresh air for staff members to comfortably carry out their duties. Staff members also open office windows for proper aeration which enables them to perform their duties well. Another key informant argued that when there is enough lighting in the office, employees perform well because they can properly see what they are doing. Adequate lighting also prevents employees from facing eyesight challenges. The findings are in agreement with Syutrika (2016) who noted that lighting, temperature, existence of windows free air movement are important features in office environments and contribute to improved employee performance. In the same vein, results from the current study showed that the lighting in their office facilitates them to perform their duties well. This is corroborated by Naharuddin and Sadegi (2013) who asserted that adequate light at the workplace facilitates employees to execute their duties well which leads to improved employee performance.

During the study, it was established that office space is inadequate for most employees to perform their duties well as most staff members share offices with colleagues. From key informant interviews, it was indicated the district does not have adequate office space. This contravenes Ismail (2010) who argued that workers need to be provided with adequate space to enable them diligently perform their duties. It was however established that the sitting arrangement at the workplace is convenient and the office furniture makes them comfortable to perform their duties. This is consistent with Syutrika (2016) who contends that workplaces ought to have properly designed workstations and suitable furniture to provide employees with the comfort necessary for them to perform well.

Workplace incentives and employee performance

According to study findings, most employees receive a fair pay at the end of the month to enhance their performance. The pay which district gives employees at the end of the month is considered un fair to enhance their performance. This corroborated by Sihombing et al. (2018) who asserted that employees need to receive a fair pay to reward their labour in order to improve their performance. Similarly, Mira et al. (2019) noted that employees ought to be given salary commensurate to the work they do as a motivation to improve their performance. The study revealed that most respondents promptly receive their salary in order to ensure that they perform their duties in a better way. Relatedly, key informants revealed that employees promptly receive their salaries which motivates them to perform their duties well. According to Nakacwa, (2017), inadequate salary reduces the social status of employees and leads to lack of commitment on the job which subsequently reduces employee performance.

Study findings revealed that allowances may have a great impact on their performance because they are an indication that employees' additional efforts are valued and appreciated which leads to increased employee productivity. From key informants, it was indicated that allowances motivate employees and enhance their commitment to ensure improved productivity. This is consistent with Cole (2017) who noted that allowances are monetary incentives which facilitate improved employee performance. Results from the current study however showed that the allowances they receive are not commensurate to the extra work that they do. This is contrary to Duchoslav and Cecchi (2019) who argued that employees should receive allowances proportionate to the extra work done as an indication that their additional efforts are appreciated and motivate them to perform better.

In addition, it was established that few respondents receive fringe benefits because of limited financial resources and do not receive them. The findings contravene Zirra et al. (2019) who stated that employers ought to offer benefit packages to attract and retain employees as well as influence their improved performance. Similarly, Mugaa et al. (2018) argued that employers need to provide fringe benefits as a strategy for improving their performance. Fringe benefits are therefore important for improved employee performance.

VII. CONCLUSIONS AND RECOMMENDATIONS

It was concluded that workplace environment significantly influences employee performance. Therefore, good relations with co-workers, job security and favourable working hours lead to improved employee performance.

Basing on study findings, it was concluded that physical conditions have a significant effect on employee performance. It was then concluded that providing employees with necessary work equipment, ensuring proper ventilation, lightings and office layout enhance employee performance.

It has been found that workplace incentives have a significant positive influence on employee performance. It is therefore concluded that prompt payment salary leads to improved employee performance. However, payment of inadequate allowances and the inability to give employees fringe benefits demoralises performance.

Recommendations

Owing to the discussion and conclusions drawn, the study makes the following recommendations.

Based on the findings most employees are not paid overtime whenever they are required to work beyond the official working time, the study recommends that the Human Resource Department in conjunction with the district leadership should prepare a policy to pay overtime for staff members who work beyond the official working time.

Based on study findings that the office space is not adequate for most employees, it is recommended that the district solicits for funds from Ministry of Finance, Planning and Economic Development, Ministry of Local Government and other development partners to construct more offices for district employees.

Based on the findings that the allowances employees are not commensurate to the extra work they do and not reasonable to enhance their performance, the study recommends that Ministry of Public Service in conjunction with Ministry of Local Government and the District leadership should increase the allowances for employees at Ibanda District Local Government to ensure that they receive allowances commensurate to the work they do to motivate them perform better. Based on the findings that employees rarely receive fringe benefits, the study recommends that the district leadership should provide fringe benefits to enhance employee performance.

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