

EFFECT OF WORKING ENVIRONMENT ON EMPLOYEES' PERFORMANCE IN MBALE CITY

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**UGANDA CHRISTIAN
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DECLARATION

I declare that this information is my original work and has not been presented to any institution for the award of the same and any other Degree in Public Administration

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APPROVAL

I certify that this research report is for Musika Enock, of Reg. no. **S21/MUC/BPAM/014** and is now ready for submission

ACADEMIC SUPERVISOR

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DATE.....

DEDICATION

This research report is dedicated to my beloved mother Alice Gimbo, who has always supported me financially, and my brother Muleme Michael, who provided moral support that has enabled me to complete this report.

May the Almighty God bless them abundantly.

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LIST OF ABBREVIATIONS

EFT	:	Electronic Funds Transfers
HC	:	Health Centre
IRS	:	Internal Revenue Service
JRC	:	Joint Research Centre
MCC	:	Mbale City Council
MCCSD	:	Mbale City Council Service Delivery
NGO	:	Non-Governmental Organization
NUSAF2	:	Northern Uganda Social Action Fund 2
PAF	:	Poverty Action Fund
PRDP	:	Peace Recovery Development Program
SFG	:	School Facilitation Grant
TIN	:	Taxpayer Identification Number

ABSTRACT

Improved performance is accomplished through the employees of the organization. Employees are not viewed as a valuable asset to every firm to improve performance. The current study looked at effect of work environment on performance of employees in Mbale City of Eastern Uganda. Specifically the study investigated how working conditions affect employee performance in Mbale City local government and how supervision affects employee performance in Mbale City local government. It also looked at the influence of employee's health and safety on their performance in Mbale City local government. The study used cross-sectional design to analyze data from the study area with the help of both qualitative and quantitative methods. The researcher collected data from 80 respondents in the study area who were selected using simple random and purpose sampling and questionnaires together with interview guide were used to collect data. The study found that organizations should be concerned worker's safety should provide workers with better housing and officespace. Also, workers should be provided with sufficient medical facilities and organizations should provide workers with transportation and they are in good condition. Also, workers should have good office structure and facilities and the office/working space should be adequate to keep work documents. The study recommended that employees should follow law full instructions from my superiors and should be supervised regularly in addition to reviewing performance regularly. Employees should submit reports on accomplished tasks to my supervisor, and their work should be closely monitored. Other results showed that employees should be provided with work protection gears and should be provided with safety tools at work. Organizations should trains its employees in health and work safety, sanitation facilities are provided and adequate safety precautionary measures should be provided by the organization.

CHAPTER ONE

INTRODUCTION

1.0. Introduction

This chapter covered an introduction to the study, historical, theoretical, conceptual and contextual backgrounds of the study so as to outline the different circumstances that could have led to the study. Problem statements, objectives, research questions, hypothesis, conceptual framework, scope of the study, justification, significance, and operational definitions were also included in this chapter of the report.

1.1 Background to the study

Survey by Management Today magazine (2003), nearly all respondents (97%) believed they observed it's occupational in the act of appreciation or no appreciation by the Organization.

The public sector performs vital roles in global economies and teams in this sector are the best bases of bringing good amenities to their clients. A conducive workstation atmosphere has first time impress on the clientele and welfare of the staffs. It is also beneficial to the Organization because employees are happy and therefore more productive. Hughes (2007) gauged 2,000 workforces pertaining various organizations and businesses in numerous heights IN Europe and USA. This survey indicated 9 over 10 thought that office value touches attitude of personnel and raises performance. Different offices have exceptional furniture and three-dimensional positioning due to nature of work.

Historically, employee performance has a measure of organizational performance since the industrial revolution to present day. Workplace requires an environment in which the employee functions properly. The employee should be able to operate and results be attained as expected by the organization. It is so due to uniqueness of the area or meeting place has concerns on yield and gratification. Atmosphere created by combination of factors is where commerce wants staff abundantly compared to staff requiring it before the industrial revolution (Smith, 2021).

After the industrial revolution, success regarding an organization is determined by the kind of workstation situation in which teams function on. A fit place of work categorized by esteem which wires staff assignment, good business intellect and creates higher presentation belief which inspires invention, inspiration (Kohun, 2019). Poor balance between job and personal

life affect both employees and the organization they work for in many countries both developed and developing. Employees should be assisted for achievement of worthy life style equilibrium which rises work fulfillment, less burnout, fewer health problems and they become more attentive in Canada, Germany and Sri Lank.

On the African scale, working in a coherent surrounding where employees are responsive, employers are caring and treat all alike helps them interact well. Haynes (2008, in Demet Leblebici, 2021) describes behavioral mechanisms of the surrounding that have utmost influence on workplace result. All work designs, were found that collaboration was supposed to be the module to the most optimistic outcome on effect and interruption was detected to have the most undesirable. However, most studies on the continent have (albeit) intentionally ignored the effect of working conditions on employee performance

Member of staff presentation is a mutual outcome, determination, capability and vision about errands (Platt, 2021). Staff enactment is vital for structural results and achievement in almost all African countries including Ghana, Malawi and South Africa. An organization entails exceedingly acting personalities to surety of viable benefit and accomplishment of goals. Achieving responsibilities and high performance can be a basis of fulfillment, through approaches of proficiency and superiority. Retention of fit staffs, less personnel turnover, less deception cases and better wellbeing practices are as a result of positive workplace environment (Cunnen, 2016).

Individuals in regular survives in doing trade continually obey by equal normal and communal atmospheres. Physical components include fresh inside air, clean drinking water, user friendly workspace plans etc. There are factors affecting employees presentation like exciting job which staffs appreciate doing, chances to improve unusual aptitudes which provide workforces a chance of expressing and maximizing ability, adequate info, authority, help ,welcoming and supportive coworkers, chance to see results of effort, competent management are job factors that motivates teams presentation (Chandrasekar, 2021).

In Uganda, given the nature and complexity of organizations, employees devote fifty percent of their stay within internal surroundings which importantly affect their performance competences (Nuwagaba, 2010). Enhanced physical place of work surrounding will boost employees' performance and eventually increase their output (Challenger, 2020). In Mbale

City, there are various aspects imp+

act employee act; and workplace surrounding aspects emerge as important factor of performance. Main multi personality issue projected in achieving results and has key joining strategic goals of association (Sabir et al., 2021). Positive workstation surrounding promises happiness of staff also allowing duties to be exercised for greater performance. However, a number of studies have been conducted on the relationship between working conditions and employee performance but non has ever been conducted in Mbale city thus leading to limitations in literature, a gap that the researcher intends to fill.

1.2 Problem Statement

Even with better remuneration and reduced workloads, the performance of employees in Mbale City is still very low. Employees are supposed to attend to work schedules daily, execute assignments fast but with precision, keep time and be innovative to increase efficiency and effectiveness. However, what is happening in Mbale City today is a situation with deteriorating performance of employees as manifested in late coming and early leaving, failure to complete tasks in time with widespread employee redundancies. Absenteeism is the order of the day and many employees are not innovative leading to poor work quality and reduced productivity overall.

According to district report (2023), a number of employees in Mbale City are performing poorly with absenteeism standing at 75%. They lack the motivation of taking up the duty willingly and poor workmanship is exhibited in task execution in almost all departments. Failure to complete tasks in time, late coming and early leaving which have contributed to poor service delivery in Mbale City consi5tutte poor performance and the cause of all these is still unclear. Despite the interventions in Mbale City through construction of offices with good architectural design, spacious and in serene environment, with exceptional furniture and infrastructure, performance of is still poor and if nothing is done there would be a likelihood of lack of timeliness, poor work quality, reduced work morale and high employee turnover and focused strategies are needed to reverse poor employee performance which is determined by working environment.

Additionally, no study on effect of working environment and employee performance has ever been conducted in Mbale city. Researchers (eg., Mwiti et al., 2020, Obwangole, 2022 and

Mushemeza et al., 2022) concentrated on other variables such as employee salaries, motivation and qualifications leaving out employee performance. This has led to absence of literature on the effect of working environment and employee performance in Mbale City, a gap that this study intends to fill.

1.3 General Objective of the study

The general objective of the study was to investigate relationship between working environment and employee performance in Mbale City

1.3.1 Specific Objectives

- i) To examine how working conditions affect employee performance in Mbale City local government.
- ii) To examine how supervision affects employee performance in Mbale City local government.
- iii) To find out the influence of employee's health and safety on their performance in Mbale City local government

1.4 Research Questions

- i) 1 How do working conditions affect employee performance in Mbale City local government?
- ii) How does supervision affect employee performance in Mbale City local government?
- iii) What is the effect of employees' health and safety on performance in Mbale City local government?

1.5 Justification of the study

Local government employees of Mbale City face a lot of challenges in their work, like working conditions, limited personnel all the sectors and departments, central government releases, government commitments, motivation, performance evaluations, managerial decisions, performance appraisals among others. In spite of all the challenges that affect employee performance, there has been a limited study done about the factors affecting employees especially in Mbale City local government and the urge to improving local government employee performance.

1.6 Significance of the study

The study may give a deeper understanding of the factors affecting employee performance, relationship between the factors affecting performance of employees in Mbale City local government. This may also be important because the district has registered poor quality service delivery, poor productivity, unsatisfying feedback from beneficiaries and

untimeliness in service delivery.

The study may be relevant in a way that possible solutions were suggested to address the factors that negatively affect the performance of employees. Policy makers and implementers in the government sectors and departments were able to benefit from the findings integration of the policy issues and suggested solutions to improve on the systems that affect the employee performance. To the students, they were able to use the research to do more on the factors that affect employees' performance in and outside Mbale City local government and research more on what will not be covered in this study.

1.7 Scope of the study

1.7.1 Geographical Scope:

The study was carried out Mbale City which is located in Mbale City and its approximately 200km from Kampala Capital City.

1.7.2 Content Scope:

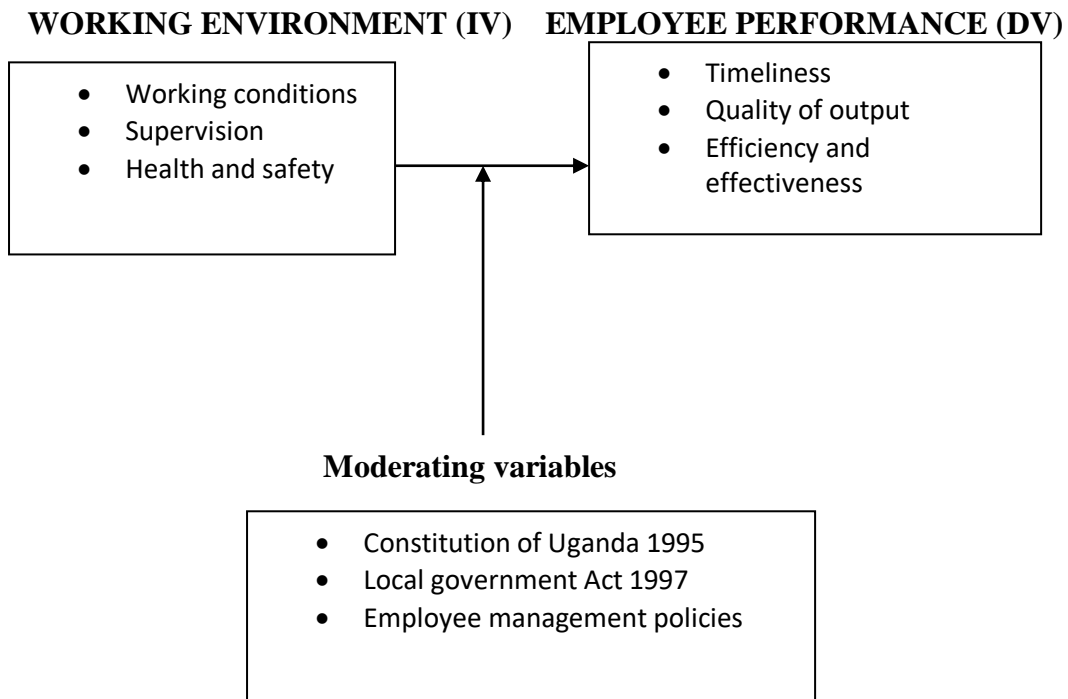
The study assessed the relationship between working conditions and employee performance in Mbale City

1.7.3 Time Scope:

The study covered information from the past 4 years of Industrial City division; i.e. 2018/2019, 2019/2020, 2020/2021, 2021/2022 because this is the period that is believed to be sufficient for the researcher to collect and gather sufficient and relevant information regarding working environment and employee performance in Mbale City

1.8 Conceptual framework explaining the relationships between the Independent and dependent Variable

The conceptual frame work for this study meant the dimensions of the study that will be carried out. The frame work showed clearly the key variables that were used in this study mentioning the relationship between independent and dependent variables.



Source: Sekaran (2003) and Adapted by the researcher 2023.

The frame work will look at the different dimensions of the independent variables that were covered by the research specifically looking at work conditions, supervision, communication and how they affected the dependent variables of performance. Working environment as a factor of employee performance is identified with its dimensions of safety, geographical position, and facilities indicating that if these dimensions were well promoted in Mbale City, employees would be able to improve their work and achieve complete performance. On the other hand, supervision with its dimensions of employee involvement and employee delegation is one way to include people to work well and own their work and if these dimensions were achieved, employees will be able to achieve performance. Lastly communication channels and methods in this study are a key variable, when well promoted will lead to an achievement of employee performance in Mbale City.

1.9 Operational Definitions

Working conditions: this referred to the working environment and aspects of an employee's terms and conditions of employment.

W.H.O defined working conditions as the combination of compensation, non-financial incentives, and work place safety. In this study working conditions meant physical working conditions such as safety, cleanliness, hygiene and working equipment of local government employee in their work place.

Supervision: is a formal relationship in which the supervisor's task includes imparting knowledge, making judgments of the trainee's performance, and acting as a gate keeper to the profession (Holloway, 1997) in this study, supervision will mean the types of leadership and management styles adopted within Mbale City local government.

Communication: communication referred to any form of link between two or more people with in Mbale City local government. Away of reaching others by transmitting ideas, facts, thoughts, feeling, and values. Effective communication provides a bridge of meaning between two people so that they can each share what they feel and know.

Employee performance: will be taken to mean the ability of the employees to meet the set targets expected out puts, standard operating procedures, client demands and the demand of development partners and donors.

1.10 Chapter summary

This particular chapter will discuss the back ground to the study, study objectives, scope and the justification to the study, the problem statement, and variables of the study. It will be this background that will motivate the researcher to go ahead and carry out a literature review that pointed out the issues related to the study variables and justifications to the assumptions.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of literature related to working conditions and employee performance including communication, supervision and working conditions. Each of these factors translates in to a theme of its own during this study

2.1 Theoretical Review

Two theories relating to factors affecting employee performance were reviewed. McGregor's theory Y and the systems theory as discussed here in.

2.1.1 Douglas McGregor and William Ouchi theory Y

This study will be guided by the Douglas McGregor and William Ouchi theory which stated that employees enjoy mental and physical work duties and if given chance they will have the desire to be creative and forward thinking in the work place.

The theory also suggested that in case of performance in an organization, Enlightened managers use theory y, which produces better performance and results, and allows people to grow and develop, will be used to support the factors of supervision, working conditions and communication which when used effectively, produces good results and hence good employee performance at work.

A theory Y manager believed that given the right conditions, most people will want to do well at work and that there is a pool of unused creativity in the work force.

It is also argued that there is a chance for greater productivity by giving employees the freedom to perform at their best abilities without being bogged down by rules. This underpinned that issue of supervision where employees can greatly perform if they were directly involved in work and then delegated to even lead work processes.

This theory will be used in academic research by students to understand their studies, management by managers to improve employees' performance in organizations as a positive change theory in management for success and effectiveness.

In the 1960s, this theory has also been used to understand human resource management and

organizational behavior for better performance. In his book of human side of enterprise (1960) that control and punishment are not the only way to make people work but man will direct them self when involved.

This theory will be used to understand the importance of employee involvement in work so that they can be able to use self-control in their work place to improve performance. It will be used to understand the work conditions in an organizations and the importance of creating a good working condition for all employees taking the fact that given the right conditions, most people will want to do well at work and that there is a pool of un used creativity in the work force hence improving employee performance in MC. (Mullins J.L. 2002)

2.2.3 Systems theory.

To also under pinned this study, this study used the systems theory which advocated for the importance of every part of the bigger picture to play its role in order to achieve the overall objective, so taking the fact that an organisation like MC should utilize factors affecting employee performance to positively affect performance to be able to achieve over all objectives of the organization, hence the thinking that all factors of communication, supervision, and working conditions must be at play to ensure improved performance in local governments especially Mbale City local government. (Ludwig Von Bertalanffy, 1968).

This theory is the study of the interdisciplinary study of systems in general with the goal of having principles which can be applied in all systems, it's a self-regulating systems for self correcting which can be used in work to improve performance. (Ludwig Von Bertalanffy, 1968).

Systems theory has been used in social sciences, education, and academic studies for research. In education where Von believed that the general systems concepts were applicable especially theories that have been introduced in to the field of sociology in the modern systems of feedback, information and communication. In the field of education systems in systems thinking, it has been used to understand the art and practice of or learning organizations. (Ludwig Von Bertalanffy, 1968).

In education the theory is used to provide information on the components of organizations and then to understand how organizations models fit the field of education and application to education to provide a better learning environment for students in education organizations.

(William Molnar 2008)

The theory assumed that there are similar underlying concepts, principles and models in different fields that are very similar, even though they evolved independently, that by developing a general systems theory which provides general guidelines that can be applied across all fields or systems, the natural and social sciences can be unified and education about these areas can be integrated and It also assumes that the sum or interaction of parts that forma whole, and it is this interaction that makes the parts meaningful. Walter et al, (2007).

This theory will be used to justify the importance of having a conducive work conditions for staff, appropriate supervision, effective communication and other factors that facilitate performance but have not be included in this study but are important for employee performance. It will be used to justify that all the factors affecting employee performance are similar although they evolve differently. (Ludwig Von Bertalanffy, 1968).

2.2 Working conditions and performance of employees

Good working condition is one where facilities are functional with good access to equipment and supplies. When working conditions are poor and the work load is high, employees are likely to become non-performers and frustrated. They are unable to satisfy their working conscience and distance themselves emotionally from their work, reducing their commitment and performance (Flanegen and Henry 2014).

According to (Jones et al., 2017), work environment includes physical space and interpersonal relationships with co-workers. The physical space includes physical facilities like building, canteens and staff clinic. He also argues that if an employer does not make the working conditions bearable, employees will not want to come into employment and will exploit loopholes in the system. He proposes that to overcome this, management should promote a positive approach to sickness management, provide free confidential advise line to staff, establish stress committee and hold stress workshops. However this is not in agreement with the findings of this study which has disagreed that working conditions has no effect on performance of employees.

Genuine concern in the safety and welfare of employees is not only a general motivator, but may also help to improve employees' safety awareness that all employees should be concerned about employees' safety and welfare. (David Evants 2020) Stresses the motion of a healthy working

environment as the responsibility of an organisation which should create and provide conditions conducive to good health and high performance. However this in the this study has not been the same because it does not take in to account the importance of healthy working environment in improving performance.

Previously, empirical studies have analysed directly how working conditions affect employees probability of quitting. Adverse work conditions have been found to increase quits and low performance tresses. Scholars like Druker (2017) as cited in kaaya (2017) and Mullins (2016) agree with the above scholar that poor work environment are most likely to influence employee performance.

Good working conditions leads to a high human resource turn over which consequently leads to productivity, service delivery, timely reporting, hence good employee performance in workplaces that have good working conditions, meanwhile a harsh environment and general work conditions drive away employees, low turnover, low productivity among others and poor employee performance. This is in contrary to the findings of this study that do not recognise the strength of a good working condition in improving productivity hence, working condition not a prerequisite for improving employee performance.

A study carried out by private sector foundation (2021) shows that 30% of the respondents indicated that staff of local governments are not provided with the best housing facilities, transportation to their place of work and yet most local governments especially in Northern Uganda, western and eastern are located in hard to reach areas. It will be found that this problem affects the performance of most local governments both men and women.

A common hypothesis with respect to the relationship between working conditions and performance is that employees working under good working conditions perform better than those in poor conditions, because they will be happy with their situation and tend to do their best to achieve results.

Meanwhile , a critical examination of the sub county facilities, housing, and general work conditions they are exposed to seems to have divergent results to performance. Employees continue to state that although the working conditions are not suitable, they try their best to work hard and do what is expected of them. They are able to beat their targets as desired. For instance, staff have poor conditioned offices, where some buildings have been destroyed by termites, some

are not well ventilated, some stations are in the middle of nowhere and transportation to those stations are not easy to find.

Staff are not provided with proper safety facilities where by their motorcycles are in poor conditions which cannot go long distances and yet their offices are located far from town, hard to reach locations. This study aimed to establish the reality on ground and it will be found that there will be a negative relationship between the factor working conditions and performance of employees in Mbale City which meant that any improvement in the in working conditions does not necessarily lead to employee performance.

2.2.3 Supervision and performance of employees

Supervision is the first level of management in the organization and is concerned with encouraging the members of a work unit to contribute positively toward accomplishing the organization's goals and objectives. Supervisors must learn to make good decisions, communicate well with people, and make proper work assignments since it's vital for organization's success and employee performance. (Leslie and Lloyd 2016)

David Evants (2019) found that supervision is also a drive for increased efficiency and it's based on a basic philosophy of the earlier industrial revolutions that say 'idle ness is sin'. But people hadnot just to work for work sake, but to help make profits for firm's owners.

While Warrick (2015), argues that Proper involvement and delegation brings out the best in an employee since they will have powers to do their best and yield a good performance, however in many cases if not done it simply results to poor performance since employees do not take lead or are not being involved. This is not the same with the findings of this study which showed to us that supervision does not have any effect at all on employee performance. It indicated that even without delegation and involvement, employees can perform well.

US office of personnel management (2021), states that, Where there is adequate work supervision during and after work, employees are encouraged to do their best while working and they tend to yield quality and high productivity, however, a poor or no supervision makes employees to lack ownership, relax in putting more efforts and not concentrate in what is being done as an important aspect of work, hence poor performance but an adequate supervision improves employees overall performance. This contradicts the findings of the study which says that employees can produce quality and high productivity even without supervision.

According to the Ugandan Ministry of Public service Annual assessment report (2021), the

performance as staggering and said that all staff of local governments should have routine and continues supervisions in order to improve their overall performance. These routine supervisions are not being done in the district and this still has no effect on employee performance and without it, they still perform well.

From the above we can say that the role of the supervisors as key people in the departments to improve employee performance and the contributions to employees work, achievement is enormous. Bajah (2019) will be of the opinion that the success of work life depends on staff supervision as this translates all our thoughts in to action.

However, a Critical examination of the supervisors to employees of Mbale City sub county projects seems not to have this type of commitment because, there are no regular support supervision, delegation is not exercised among employees, and they are not involved fully in what they do which contradicts the ideal situation. Basing on the findings of the study by Ojalla (2018), there is negative relationship between the two variables of supervision and employee performance.

2.4 Health and safety on employee performance

Health worries of a worker should to be appreciated more than anything else in organizations. As stated by Goetzel (2018), enlightening workers' wellbeing, care exercise stays openly linked efficiency productivity on administrations. Oxenburgh et al. (2016) also emphasized on this in the US and said that the health and safety of all employees is closely linked to the company's productivity in all workplaces.

Webb considered a workspace adjustment and established growth of 100% production lesser three months. These alterations are machine-driven and physical for instance a revolution of positions to decrease physical pressure of effort and use of suitable machines for certain jobs. (MacLeod, 2017), project authorizations additional production through minimal human exertion

In Nigeria, Makori, Nandi, Thuo, and Wanyonyi, (2016) undertook research on influence of occupational health and safety programmes on performance of manufacturing firms in western Kenya. The results showed a positive Pearson correlation of 0.57 and 0.47 which means there was a moderate positive relation amid occupational health and safety programmes and organizations performance.

Dwomoh, Owusu, and Addo, (2013) researched on the impact of occupational health and safety

policies on employees' performance in Ghana's timber industry. It was obvious that health and safety improvements employees' performance. This was attributed to reduced number of absentees as a result of illnesses, improved physical and mental health of an employee.

Under occupational safety legislation no.1 of 1970 Article 2, occupational safety protection covers all aspects of hazardous work of any workplace, whether on land, in the soil, on the surface of water, in water or in the air within the jurisdiction of the Republic of Indonesia. By this regulation, then every worker in various fields of work is expected to be given guaranteed protection for safety in carrying out his work. There are five indicators in occupational safety and health variables, which are knowledge of occupational safety and health, health conditions, occupational health and safety, completeness of work equipment and the availability of protective equipment.

2.5 Summary

There is rich literature about working environment and employee performance. The literature reviewed does not relate directly to employee performance in Mbale City local government but can be used to investigate and identify issues that are affecting employee performance in MC. In the study it will be found that factors of employee performance of working condition, supervision, and communication were not related to performance. There is a negative relationship between the variables and any improvement in the factors does not affect the employee performance at all.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the research design, study population, sample size, and selection, data collection instruments, validity and reliability, data analysis and measurement. The research involved a survey of MC employee. The research findings relied on data collected amongst employees. Data collection consisted of administering questionnaires and structured interview targeting employees and review of documents.

3.1 Research design

This study adopted a descriptive and cross sectional design which offered information about a population at a given point in time. The researcher also adopted the above design because it was intended to gain immediate knowledge and information on factors affecting performance of employees of Mbale City local government. (Mugenda and Mugenda, 2003). The researcher used both qualitative and quantitative data, where the qualitative was used to analyze information obtained from the interviews that cannot be quantified while quantitative data was used to analyze information obtained from respondents in the questionnaires.

3.2 Study population

The study population was drawn from Mbale City local government staff particularly focusing on 10 selected wards taking 48 staff working directly with projects (NAADS and NUSAF2), those included the sub county chiefs, community development officers, agricultural officers, and the accountant of the sub county who directly are custodians of the funds of those project accounts, 42 parish chiefs all in the selected sub counties.

3.3 Determining sample size

The determination of the sample was made in consultation with Amin (2015) who (by help of Krejuice and Morgan (1970), suggests the use of a sampling table to determine which equivalent sample would ensure representation as shown below.

Table 3. 1: Sample size.

Target Respondents	Accessed population	Sample size(n)	Sampling method
Town Agents	10	8	Purposive
Finance and Administration	10	8	Purposive
Works and technical services	10	8	Purposive
Planning unit	13	10	Purposive
Procurement and internal audit.	1	1	Purposive
Production and marketing	1	1	Purposive
Health	55	44	Simple Random
Education	100	80	

Research model, 2023

3.4 Sampling techniques

3.4.1 Simple random sampling

Simple random sampling technique was used where every member in the sample population had equal chance of being selected. A list of employees was obtained using a random sampling from departments. The same procedure was used to select the other employees from sub counties, that is the parish chiefs and agricultural officers, those individuals in MC by using personal judgment knowing that they had the required information needed for the successful completion of the study. (Mugenda and Mugenda, 2003)

3.4.2 Purposive sampling

This technique is also known as judgmental sampling. It's one where selection of a sample size is based on the knowledge of a population and the purpose of the study. It helped to reach a targeted population very quickly. It also helped to sample people who have the relevant knowledge to the study. Amin (2005). During the study, the researcher identified an accessible population whom will be taught to be knowledgeable and selected all the sample population to participate in response giving for the study to be successful.

3.5 Data collection methods

The study was used three methods namely questionnaire, interview and documentary review method to aid data collection. Below are details for each method.

3.5.1 Questionnaire survey method

The questionnaire method was used to collect quantified data and covered a big area over a short period of time (Kothari, 2009). The method was used as it is standardized to avoid falsifications of responses. The questionnaire method was short, concise, and precise. The method was preferred because it captures information from a large group of respondents; it's convenient and cheaper in terms of costs.

3.5.2 Interview method

The interview method is where the investigation uses a face to face intervention to exchange views. It allows data to be collected from respondents without biases. It's an exchange of views between two or more people on a topic of mutual interest. They are effective since they can help the researcher know that certain respondents are deceptive. (Mugenda and Mugenda, 2003). It was used for project focal persons because they were more knowledgeable on factors that affect employee performance as they had worked closely with these staff involved in these projects. The interview guide had at least three qualitative items on each major variable under study. These individuals were approached the researcher took them through the guide while taking note of important issues raised in the interactions during the interview.

3.5.4 Document analysis

It's the systematic qualitative description of the composition of the variables of the study. It also involved observation and detailed description of items or aspects understudy. It helped the researcher to save time and money. (Mugenda and Mugenda, 2003). This involved review of texts or documents that were used to get reliable sources of evidence. This method helped the researcher to understand the policy and practice of Mbale City local government. (Mugenda and Mugenda, 2003) it helps to review recorded information that is related to the issue under investigation. (Oso & Onen, 2008).

3.6 Data collection instruments

The study used three instrument namely questionnaire, interview guide and documentary review checklist. Details are provided below.

3.6.1 Questionnaires

This instrument aids the collection of quantified data from the field of study. This questions designed in this instrument were quantified ones on revenue management and service delivery. These questions were designed based on five-point Likert-type scale to measure variables. The five-point Likert-type scale provides less bias in mean, variance, covariance, correlation coefficient and the reliability of scores (Krieg, 1999). This instrument was used to obtain information from the local community members (see Appendix I). In addition, using questionnaires helps to elicit primary information; respondents provide their opinions from alternative answers and also express their feelings about the study.

3.6.2 Interviews

An interview guide is a set of questions that the researcher asked during the interview. An interview guide was prepared with un structured questions. (Mugenda and Mugenda 1999), (Kothari 2004). It was used for the 2 heads of project and for the chief administrative officer. These people are the senior staff responsible for those 2 projects and are direct controllers of all the staff in the sub counties. The interview guide had 3 questions on each variable under study. This guide was also used as it allows the depth interactions with the officers to supplement the views from the self-administered questionnaires.

3.7 Reliability and validity

3.7.1 Reliability

Reliability is the degree to which the instrument consistently measures whatever it is supposed to measure. (Sekaran Uma 2003). Reliability of the instrument on multi-item variables (in Appendix 1, on working conditions, supervision, communication, and performance) were tested by the researcher through the Cronbach Alpha Method provided by SPSS. Results on reliability test were as given in (Table 3). Cronbachs Alfa reliability coefficients generated using the statistical package for social scientists (SPSS) computer program to estimate the reliability or the questionnaire. The Cronbachs Alfa reliability coefficient of above 0.7 was accepted. (Sekaran, 2003).

3.7.2 Validity

Validity refers to how accurately the instruments captured data that gives meaningful answers to the topic in question. It testified how well the results obtained from the use of the measure fit the theories around which the test is designed. (Sekaran Uma 2003).The researcher ensured content validity of the instruments by ensuring that questions or items in them conformed to the study's

conceptual framework (table 1). Draft of the questionnaire and the interview guide were also given to two supervisors to evaluate the relevance, wording and clarity of questions or items in the instrument.

3.8 Procedures for data collection

The researcher obtained an introduction letter from Uganda Christian University introducing him to Mbale City and it was specify that the data to be collected was for study purposes. After obtaining the letter, the researcher proceeded with data collection by first giving out questionnaires to the employees of Mbale City and then interviewing the employees of Mbale City. The interview result was received there after the interviews. After this, the researcher went ahead to collect the questionnaires from the respondents for editing.

3.9 Data analysis

Analyzing data was done both qualitatively and quantitatively as indicated below

3.9.1 Qualitative analysis

Data from all interviews was collected, analyzed and presented qualitatively. The information was presented normatively using quotes and themes (Teddlie&Tashakkori,2009). The qualitative findings were used to supplement the data from the questionnaires.

3.9.2 Quantitative data analysis

Fully filled questionnaires were collected, sorted, coded and entered into SPSS a statistical package. The quantified data collected was checked for incompleteness and inconsistency and thereafter descriptive statistics was made namely frequencies, mean and standard deviation scores and percentages. Additionally, inferential statistics namely Pearson's correlation of coefficient was used to establish the relationships between revenue management and service delivery. The correlation results that fall between -1 and 1 where score falling between 0 and -1 reveal a negative relationship and the scores between 0 and 1 reveals a positive relationship. The results was used to determine strength and direction of the relationship between financial decentralization and quality of financial reports. The regression technique was used to determine the variance between the variables under study.

3.9 Measurement of variables

This study used both the ordinal and nominal scales to measure the variables. The ordinal scale was used to measure local revenue management and service delivery. These variables were

measured as they were closed questions since these were designed measured based on five-point Likert-type scale namely SA (5) = strongly agree, A (4) =agree, NS (3) = not sure, D (2) =disagree and SD (1) =strongly disagree.

On the other hand, nominal scale was to measure bio-data variables namely age, gender among others.

3.10 Ethical consideration

3.9.1 Consent

The researcher sought approved consent from the respondents. Respondents willingly decided to participate in the study after the researcher explaining to them the purpose of the study which is purely academic. It was be possible that the researcher's views could influence the way the study findings would be documented thus creating an ethical dilemma of failure to present exactly what the study subjects would reveal in the course of the data collection. However, the prepared instruments helped the researcher to collect objective information hence fears of personal views were be reduced.

3.9.2 Confidentiality

Respondents were assured of confidentiality by keeping information given confidential. Respondents' identity was kept anonymous or pseudo names were used. This increased disclosure of information as well as increasing respondents' willingness to participate in the study.

3.9.3 Fraud and plagiarism

Mugenda and Mugenda (2007) argued that fraud involves faking data. It also includes false presentation of research methodologies. On the other hand, plagiarism refers to owning another person's work by the researcher without acknowledging the author. According to copy rights law in many countries including Uganda, both fraud and plagiarism are crime punishable by panel code. To avoid fraud and plagiarism, the researcher personally collected, analyzed and presented data and endeavored to present exactly what the study subject reveals. Where information was picked from another source, the author (copy right owner) was acknowledged.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents on data analysis and interpretation based on the study objectives identified earlier. It begins with the analysis of the demographic data as seen below;

4.2 Questionnaires Return Rate

A total of 80 respondents with 40 being Local leaders and 20 parents and 20 teachers participated in the study. However, the questionnaire was used to collect data from local leaders and parents. The results of questionnaire return rate are presented in the table 4.1 below:

Table 4.1 Questionnaire Return Rate

Respondents	Returned	Not returned
Pupils	40 (100%)	0(0%)
Teachers	20 (100%)	0(0%)
Total	60 (100%)	0(0%)

Primary data, 2023

The table 4.1 above shows that all the questionnaires were returned by parents and local leaders. This shows that data was collected from all the intended sample of pupils (40) and teachers (20) therefore was a good representation as proposed by the researcher. The researcher made a follow up of the distributed questionnaires so as to ensure that respondents returned them.

4.3 Demographic characteristics of the respondents

The first part of this chapter is a presentation and analysis of the preliminary data obtained from the study. It involves the background information of the respondents. The variables involved are age (years), gender of respondents, educational level and marital status. Data obtained has been presented in tables below.

4.3.1 Age of Respondents

Table 4.1 contains the age distribution of respondents who participated in the study. The purpose was to find out the average age of respondents in the study area.

Table 4.2: Age in years

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21-29	3	3.8	3.8	38.8
30-39	34	42.5	42.5	46.3
40-49	40	50.0	50.0	96.3
50 above	3	3.8	3.8	100.0
Total	80	100.0		

(Source: Primary data, 2023)

A close look at the Table 4.1 show that 3.8% of the respondents were 21-29 years of age, 42.5% were between 30-39 years of age, 50% who constituted the majority were 40-49 years and 3.8% of the respondents were 50 years and above.

The findings of the study imply that since majority of the respondents were 40 years above, this mean that they were mature enough and information acquired from them was reliable. The above view is in the line with Amin (2005) who argued that the majority age of above 18 years adds value to the responses given that mature peoples are more trustable as they take time to think about a particular aspect of life.

4.1.2 Gender of Respondents

The respondents were asked to indicate their gender by ticking the appropriate column they belonged. The purpose was to find out the number of males and females who actually participated in the study.

Table 4.3: Gender of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	51	63.8	63.8	63.8
Valid Female	29	36.3	36.3	100.0
Total	80	100.0	100.0	

(Source: Primary data 2023)

Table 4.2 shows that out of the 80 respondents who participated in the study, majority 63.8% were males, while the remaining 36.3% were females. The finding means that there are more male than females who participated in the study, naturally, males and females have different attitudes and views toward events and since females are home makers, they tend to remain at home and this explains their lower turn up rate (Singer, 2014)

4.1.3 Marital status of the respondents

Table 4.3 depicts the marital status of respondents who participated in the study. The purpose was to find out the status of the employees who were actively involved in the operations within the local government.

Table 4.4: Marital status of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	62	77.5	77.5	91.3
Valid Single	11	13.8	13.8	13.8
Valid Widower/ Widow	7	8.7	8.7	98.8
Total	80	100.0	100.0	

(Source: Primary data 2023)

Table 4.3 show that 13.8% of the respondents were single, 77.5% of the respondents were married, 7.5% were widows/widower and 1.3% of the respondents indicated that they had

divorced. The data show that majority of respondents were married (mature adults) and therefore their responses should be trusted because they have experience in solving various socio-economic problems.

4.1.4 Educational level of the respondents

The level of education was used to demonstrate the knowledge of respondents on vocational skilling and its effect on youth wellbeing.

Table 4.5: Levels of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid University	29	20.0	20.0	36.3
Tertiary	35	36.3	36.3	80.0
Secondary	16	43.8	43.8	100.0
Total	80	100.0	100.0	

(Source: Primary data 2023)

From the research findings, 20% of the respondents had ended at University level of education, 43.8% had ended at secondary level and 36.3% indicated ended at tertiary level of education.

The data shows that majority of the respondents have attained some level of education whose opinions and views regarding role of vocational skilling on youth wellbeing are guided and well informed. This is in line with Uma (2000) who argued that it is important in social investigation research to involve people that have attained an acceptable level of literacy and numeracy in order to be in position to understand and interpret content in the questionnaire.

4.2 Working conditions and performance of employees

This was the first objective of the study which was about finding out working conditions and performance of employees. Responses are shown below:

Table 4.6: Working conditions and performance of employees

Question statements	SD	D	N	A	SA
The organization is concerned worker's safety at work	3(3.8%)	5(6.3%)	19(23.8%)	39(48.8%)	14(17.5%)
The organization provides workers with better housing and officespace	1(1.3%)	26(32.5%)	42(52.5%)	11(13.8%)	11(13.8%)
Workers are provided with sufficient medical facilities	3(3.8%)	4(5.0%)	29(36.3%)	29(36.3%)	15(18.8%)
The organization provides workers with transportation and they are in good condition	1(1.3%)	10(12.5%)	19(23.8%)	37(56.3%)	13(16.3%)
Workers are provided with good office structure and facilities	5(6.3%)	13(16.3%)	24(30%)	29(36.3%)	9(11.3%)

Source: Primary data, 2023

The organization is concerned worker's safety at work

The study investigated whether organizations are concerned worker's safety at work. According to the findings in table 4.5 above, 3.8% of the respondents strongly disagreed that organizations are not concerned worker's safety at work, 6.3% disagreed, 23.8% were neutral, while 48.8% who were the majority agreed and 17.5% also strongly agreed to the statement.

Therefore from the above findings, it is noticeable that organizations are concerned worker's safety at work with similar findings obtained from interviews. In support of this finding Greinert (2019) opined that organizations are concerned worker's safety at work.

The organization provides workers with better housing and officespace

The study also investigated whether organizations provides workers with better housing and office space and from the findings, only 1.3% strongly disagreed that organization provides workers with better housing and office space, 32.5% were neutral, 52.5% who constituted the majority agreed and 13.8% strongly agreed.

From the above findings it means that organizations provide workers with better housing and office space. Even the data collected from interviews show that organizations provide workers with better housing and office space. Greinert (2017) equally agrees with the findings where he argued that organizations provide workers with better housing and officespace.

Workers are provided with sufficient medical facilities

On whether workers are provided with sufficient medical facilities, 3.8% of the respondents strongly disagreed to the statement noting that workers are provided with sufficient medical facilities, 5% disagreed, 36.3% were neutral, the same percentage of 36.3% agreed and 18.8% strongly agreed.

The above findings imply that workers are provided with sufficient medical facilities as majority of the respondents (36.3%) agreed and data collected from interviews also show that workers are provided with sufficient medical facilities. In line with the above findings, Bray, et al. (eds) (2020) opined that workers are provided with sufficient medical facilities with similar results from interviews.

Workers are provided with sufficient medical facilities

This variable investigated whether workers are provided with sufficient medical facilities and results show that 1.3% and 12.5% of the respondents strongly disagreed to the statement noting that workers are provided with sufficient medical facilities and disagreed respectively, 23.8% were neutral, 46.3% who were the majority agreed and 16.3% strongly agreed to the statement.

Therefore, the findings of the study imply workers are provided with sufficient medical facilities. Even findings obtained from interviews show that workers are provided with sufficient medical facilities. This is in line with the findings of Okiiria and Okiidi (2017) who opined that workers are provided with sufficient medical facilities.

The organization provides workers with transportation and they are in good condition

Respondents were also asked to find out whether organizations provide workers with transportation and they are in good condition. Table 4.6 above shows 6.3% of the respondents who strongly disagreed that organizations provide workers with transportation and they are in good condition, 16.3% of the respondents equally disagreed, 30% were neutral, 36.3% agreed

and 11.3% of the respondents strongly agreed that organizations provide workers with transportation and they are in good condition.

The above findings of the study therefore imply that organizations provide workers with transportation and they are in good condition and similar results were obtained from face to face interviews. In a related study, Gupta (2009) further commented organizations provide workers with transportation and they are in good condition.

Workers are provided with good office structure and facilities

The researcher further investigated whether workers are provided with good office structure and facilities; the findings of the study indicate that 5% of the respondents strongly disagreed and 13.8% disagreed and neutral to the statement respectively. Meanwhile, majority who constituted 50% agreed and 17.5% strongly agreed to the statement noting that Workers are provided with good office structure and facilities.

It is therefore true from the findings as majority of the respondents (50%) agreed that Workers are provided with good office structure and facilities with similar data obtained from interviews. Even research done by Asare, (2008) further revealed that Workers are provided with good office structure and facilities.

Descriptive Statistics on working conditions and performance of employees

Table 4.7: Descriptive Statistics on working conditions and performance of employees

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The organization is concerned worker's safety	80	1.00	5.00	3.7000	.95996
The organization provides workers with better housing and officespace	80	1.00	5.00	3.7750	.72871
Workers are provided with sufficient medical facilities	80	1.00	5.00	3.6125	.97427
The organization provides workers with transportation and they are in good condition	80	1.00	5.00	3.6375	.94459
Workers are provided with good office structure and facilities	80	1.00	5.00	3.3000	1.07209
The office/working space is adequate to keep work Documents	80	1.00	5.00	3.6125	1.08492
Valid N (listwise)	80				
Average mean				3.60625	

Source: Primary Data, 2023

Legend

Mean Range	Response Mode	Interpretation
2.51-4.00	Strongly Agree	Very High
2.10-2.50	Agree	High
1.51-2.00	Disagree	Low
1.00-1.50	Strongly Disagree	Very Low

The results in Table 4.12 indicate that working conditions have had a very high (3.60625) contribution to employee performance. This means that organizations is concerned worker's safety, The organization provides workers with better housing and office space, workers are

provided with sufficient medical facilities, organizations provide workers with transportation and they are in good condition, workers are provided with good office structure and facilities and The office/working space is adequate to keep work documents.

4.4 Supervision and performance of employees

The second objective in this study was to investigate the effect of supervision and performance of employees. The findings from respondent's opinion accompanying variables under this objective were summarized as follows;

Table 4.8: Supervision and performance of employees

Question statements	SD	D	N	A	SA
Employees follow law full instructions from my superiors	2(2.5%)	8(10%)	17(21.3%)	46(57.5%)	7(8.8%)
Employees are supervised regularly	1(1.3%)	7(8.8%)	26(32.5%)	33(41.3%)	13(16.3%)
Employees performance is reviewed of department	0(0.0%)	23(28.8%)	0(0.0%)	39(48.8%)	11(13.8%)
Employees submits reports on accomplished tasks to my supervisors	3(3.8%)	5(6.3%)	16(20.0%)	40(50%)	16(20%)
Employees closely supervised by my supervisor	0(0%)	6(7.5%)	21(26.3%)	34(42.5%)	19(23.8%)
Employees' work is closely monitored	0(0%)	8(10%)	29(36.3%)	36(45%)	7(8.8%)

Source: Primary data, 2023

Employees follow law full instructions from my superiors

The study investigated whether employees follow law full instructions from my superiors and the findings show that majority 57.5% of the respondents agreed to the statement noting that employees follow law full instructions from my superiors, 8.8% strongly agreed, 21.3% of the respondents was neutral, 10% disagreed and 2.5% strongly disagreed.

As evidenced from the above findings, majority of the respondents (57.5%) strongly agreed that employees follow law full instructions from my superiors and similar data was obtained from interviews. As Abagi (1997) noted employees follow law full instructions from my superiors.

Employees are supervised regularly

Respondents were asked whether employees are supervised regularly and only 1.3% of the respondents strongly disagreed noting that employees are not supervised regularly, 8.8% of the respondents disagreed, while other respondents who constituted 32.5% were neutral, 41.3% who were the majority agreed and 16.3% strongly agreed that employees are supervised regularly. Therefore from above findings, employees are supervised regularly with similar results obtained from interviews. This is in support of the study done by Bayrak (1999) he opined that employees are supervised regularly.

Employee's performance is reviewed regularly and by the head of department

Also, respondents were asked on whether employee's performance is reviewed regularly and by the head of department, according to the findings, 8.8% of the respondents disagreed that employee's performance is reviewed regularly and by the head of department, 28.8% of the respondents were neutral, whereas 48.8% agreed and 13.8% strongly agreed that employee's performance is reviewed regularly and by the head of department.

Furthermore, results from interviews also indicated similar opinions that employee's performance is reviewed regularly and by the head of department. The above findings are in agreement with Khan (2005) where he observed that Employee's performance is reviewed regularly and by the head of department.

Employees submits reports on accomplished tasks to my supervisors

The study further investigated whether employees submits reports on accomplished tasks to my supervisors and from the research findings in table 4.7, 3.8% of the respondents strongly disagreed noting that employees submits reports on accomplished tasks to my supervisors

6.3% disagreed, 20% were neutral, while 50% of the respondents agreed and 20% of the respondents strongly agreed that employees submit reports on accomplished tasks to my supervisors.

The findings of the study imply that employees submit reports on accomplished tasks to my supervisors. This discovery is in line with the findings of Okumbe (2018) who opined that Employees submits reports on accomplished tasks to my supervisors.

Employees are closely supervised by supervisors

The study also investigated whether employees are closely supervised by supervisors. It was

discovered that employees are closely supervised as strongly agreed and agreed by 23.8% and 42.5% of the respondents respectively. Only 7.5% of the respondents disagreed and 26.3% of the respondents were neutral.

The above findings thus show that employees are closely supervised by supervisors. Kaplan (2016) equally agrees with the findings where he opined that employees are closely supervised by supervisors.

Employees' work is closely monitored

The findings show that 10% of the respondents disagreed that employees' work is closely monitored, 36.3% of the respondents were neutral, 45% agreed and 8.8% of the respondents strongly agreed that child and adolescent abuse leads to behavioral problems.

Therefore the above results give clear indication that employees' work is closely monitored. Similar data however was collected from face to face interviews where it was noted that Employees' work is closely monitored. Prosser (2011) argued that Employees' work is closely monitored.

4.2.9 Descriptive Statistics on the effect of supervision and performance of employees

Table 4.9: Descriptive Statistics on effect of supervision and performance of employees

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employees follow law full instructions from my superiors	80	1.00	5.00	3.6000	.88016
Employees are supervised regularly	80	1.00	5.00	3.6250	.90533
Employees performance is reviewed regularly by department	80	2.00	5.00	3.6750	.82332
Employees submits reports on accomplished tasks to my supervisors	80	1.00	5.00	3.7625	.97102
Employees closely supervised by my supervisor	80	2.00	5.00	3.8250	.88267
Employees' work is closely monitored	80	2.00	5.00	3.5250	.79516
Valid N (listwise)	80				
Average mean				3.625	

Source: Primary Data, 2023

Legend

Mean Range	Response Mode	Interpretation
2.51-4.00	Strongly Agree	Very High
2.10-2.50	Agree	High
1.51-2.00	Disagree	Low
1.00-1.50	Strongly Disagree	Very Low

Results in table 4.8 show that supervision have had a very high (3.625) contribution to employee performance. This means that employees follow law full instructions from my superiors, employees are supervised regularly, employees performance is reviewed regularly and by the head of department, employees submits reports on accomplished tasks to my supervisor, employees closely supervised by my supervisor and employees' work is closely monitored.

4.5 Health and safety and employee performance

The third objective in this study was to establish whether health and safety affects employee performance and the findings from respondent's opinion accompanying variables under this objective were summarized as follows:

Table 4.10: Health and safety and employee performance

Question statements	SD	D	N	A	SA
Employees are provided with work protection gears	3(3.8%)	8(10%)	23(28.8%)	34(42.5%)	12(15%)
Employees are provided with safety tools at work	4(5.0%)	7(8.8%)	24(30%)	29(36.3%)	16(20%)
Organizations trains its employees in health and work safety	5(6.3%)	10(12.5%)	26(32.5%)	29(36.3%)	10(12.5%)
Sanitation facilities are provided	4(5%)	11(13.8%)	29(36.3%)	28(35%)	8(10%)
Adequate safety precautionary measures are provided by the organization.	8(10%)	5(6.3%)	21(26.3%)	36(45%)	10(12.5%)
There is first aid kit and services in the organization	2(2.5%)	9(11.3%)	23(28.8%)	40(50%)	6(7.5%)

Source: *Primary data, 2023*

Employees are provided with work protection gears

Results in table 4.9 above show that 3.8% of the respondents strongly disagreed with the statement noting that employees are not provided with work protection gears, 10% disagreed, 28.8% of the respondents were neutral, 42.5% who constituted the majority agreed and 15% of the respondents strongly agreed that employees are provided with work protection gears

Thus from the above findings, it is Employees are provided with work protection gears as majority of respondents (42.5%) agreed to the statement. Similar findings were obtained from

face to face interviews where it was found out that employees are provided with work protection gears. In support of these findings, research by Musaazi, (2017) found that employees are provided with work protection gears.

Employees are provided with safety tools at work

On whether employees are provided with safety tools at work, the study found that 5% of the respondents strongly disagreed with the statement noting that employees are provided with safety tools at work. 8.8% disagreed, 30% were not sure, 36.3% agreed and 20% strongly agreed.

The findings therefore imply that employees are provided with safety tools at work. Even the findings obtained from interviews show that employees are provided with safety tools at work. Okojie (2019) also argued that employees are provided with safety tools at work.

Organizations train its employees in health and work safety

It was strongly disagreed by 6.3% of the respondents that organizations trains its employees in health and work safety, 18.8% disagreed, 32.5% were neutral, 36.3% agreed and 12.5% strongly agreed that organizations trains its employees in health and work safety.

The above findings thus imply organizations trains its employees in health and work safety. Results obtained from interviews also show that organizations train its employees in health and work safety. Abdullah (2017) also opined that organizations train its employees in health and work safety.

Sanitation facilities are provided

Further, the study investigated whether organization provide sanitation facilities to help enhance performance. It was strongly disagreed by 5% of the respondents noting organization do not provide sanitation facilities to help enhance performance, 13.8% disagreed, 36.3% were not sure, while 35% agreed, and 10% strongly agreed to the statement.

From the research findings, the majority of the respondents were not sure whether organization provides sanitation facilities to help enhance performance, as revealed by 36.3% of the respondents.

Adequate safety precautionary measures are provided by the organization.

The researcher also investigated whether adequate safety precautionary measures are provided by the organization. From the findings therefore, 10% of the respondents strongly disagreed that adequate safety precautionary measures are provided by the organization, 6.3% of the respondents disagreed, and 26.3% of the respondents were neutral, 45% of the respondents agreed and 12.5% of the respondents strongly agreed.

The study findings means that adequate safety precautionary measures are provided by the organization as agreed and strongly agreed by 45% and 12.5% of the respondents and this is in line with the data collected from face to face interviews. Research by Maria (2020) also found similar results where she argued that adequate safety precautionary measures are provided by the organization.

There is first aid kit and services in the organization

Research findings in table 4.9 above show that 2.5% of respondents strongly disagreed that there is no first aid kit and services in the organization 11.3% of the respondents disagreed, 28.8% were neutral, 50% who constituted the majority agreed and 7.5% strongly agreed.

The above findings therefore imply that that there is first aid kit and services in the organization. In the same line of argument, Jonnes (2017) argued that that there is first aid kit and services in the organization.

Descriptive statistics on health and safety and employee performance

Table 4.11: Showing descriptive statistics on health and safety and employee performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employees are provided with work protection gears	80	1.00	5.00	3.5500	.99238
Employees are provided with safety tools at work	80	1.00	5.00	3.5750	1.06468
Organizations trains its employees in health and work safety	80	1.00	5.00	3.3625	1.05835
Sanitation facilities are provided	80	1.00	5.00	3.3125	1.00119
Adequate safety precautionary measures are provided by the organization.	80	1.00	5.00	3.5000	1.07915
There is first aid kit and services in the organization	80	1.00	5.00	3.4375	1.11200
Valid N (listwise)	80				
Average mean				3.4625	

Source: Primary Data, 2023

Legend

Mean Range	Response Mode	Interpretation
2.51-4.00	Strongly Agree	Very High
2.10-2.50	Agree	High
1.51-2.00	Disagree	Low
1.00-1.50	Strongly Disagree	Very Low

The results in Table 4.10 indicate that health and safety have had a very high (3.4625) impact on employee performance. This means that employees are provided with work protection gears, employees are provided with safety tools at work, organizations trains its employees in health and work safety, sanitation facilities are provided, adequate safety precautionary measures are provided by the organization and There is first aid kit and services in the organization.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion, and recommendations about the study. It also presents at areas for further research.

5.2 Summary

Working conditions and performance of employees

Good working conditions are essential for guaranteeing employee performance and avoiding excessive stress, which can negatively impact job performance. Several aspects of the working conditions have a role in job satisfaction and employee performance. Therefore, the aim of this study is to investigate firstly the relationship between the employee performance working conditions and determining the impact of work environment has on employees' performances at work.

The findings of the study found that organizations are concerned worker's safety as part of good working condition which can stimulate job effectiveness. Nonetheless, workplace is a forerunner for the employees' achievement and performance. Moreover, if an employee feels he is a misfit at work, it does not mean he necessarily is not appropriate for job or does not possess the skills to do it. There might be various other work conditional reasons that might stress them out and make them think they are an unsuitable match for their job, eventually affecting their work performance as observed by this study.

The organization provides workers with better housing and office space. Since poor working conditions and job dissatisfaction not only leads to poor performance of employees but also may psychologically affect them making them feel demotivated and restlessness at work eventually effecting success of an organization hence providing them with better housing and office space can stimulate performance.

Workers are provided with sufficient medical facilities because this is key determinants of work quality and employees' performance level. This is because Individuals are happy to have a job as to financially manage themselves for survival but they no longer see workplace as their second home, even though they spent most of their days' time at workplace. They often feel they are

forced in accommodating themselves into uncomfortable environmental conditions in office place which gradually results in depression, stress and even deteriorates their health in long run.

Organizations provide workers with transportation. The literature and findings have explained that the main objective of work for an individual is not only getting paid but also to feel self-satisfied and comfortable under the working conditions they face every day. The performance of employees is influenced by many factors such as working conditions which involve provision of transportation service.

To achieve lofty aims, the organizations need to focus on even small things that might impact their goals. Employees are an unavoidable assets of an organization who are greatly impacting the goals of an organization if not performing well hence providing them with good office structure and facilities can bolster performance

Also results showed that the office/working space is adequate to keep work documents as A bad work environment can lead to stress, burnout, and even poor performance from employees. Employees are always looking for a better working environment. They want to be able to work in a place that is clean, quiet, and has enough space to do their job

Supervision and performance of employees

The study found that employees follow law full instructions from my superiors and this help them to follow the right direction. However, all organizations have different sets of workforce working in their organizations, it would be logical to say employees' performance can be the consequences of organizational performances and they are directly interlinked with each other as the study found. Subsequently, failure of individuals or poor performance of staff working in four walls taking diverse task and not been taken care of their needs result in organizational failure

Poor environmental conditions at work and poor management by supervisors might lead to bigger difference in achieving their goals. Thus making it hard to achieve and at times impossible to meet those objectives in worst conditions hence employees are supervised regularly,

Employee's performance is reviewed regularly and by the head of department. According to the findings, this can help to achieve organizational objectives could be achieved via determination.

The organizational resources and valuable assets in abundance are meaningless until the employees' performance are not appropriately allocated in achieving organizational goals and objectives with meeting targets timely

Having an effective human resource management in an organization means to have an efficient workforce with an improved work performances which is an essential part of any organization to meet the desired results and success. Whereas the performance of employees is the significant achievement of the task after the execution of employees' efforts on the work. The performance of employees is imperative for the organizational success and employees should submits reports on accomplished tasks to my supervisor.

Health and safety and employee performance

Job performance can be affected by several factors. While working, it is important for the employee to feel safe and comfortable with their working environment. The feeling of safety and comfort in a work place can be affected if there are health and safety insurance. Besides health and safety, there are other factors which can affect job performance. Results of the study revealed that if health and safety practices are maintained in the organization, employees would be motivated, protected from injuries, accidents and the end result would be accomplishment of goals and increased organizational productivity.

employees are provided with work protection gears as organizations are is obliged to provide maintenance work which includes efforts to promote, preventive, curative, and rehabilitative in order to achieve optimal worker health as a productive potential for development. The company must provide health care insurance to the workforce to increase the productivity of the company. The use of Personal Protective Equipment (PPE) is the final stage of work accident or occupational disease control. Although the use of personal protective equipment is important to the worker, in reality, there are still many workers who do not use it. It is caused by many factors that influence workers' behavior

The study found that employees are provided with safety tools at work. However, in the field, those are not entirely implemented; there are still many employees who do not pay attention to their safety by not using equipment in accordance to Standard Operating Procedure. Accidents are undesirable and unpredictable but can be anticipated. The creation of safe conditions from the

possibility of accidents will facilitate the performance of the company

Organizations train its employees in health and work safety because Occupational Health and Safety (OHS) indicate the physiological and psychological conditions of labor causing from the work environment provided by the company. If the organization carries out effective safety and health measures, fewer workers suffer short or long-term injuries or illnesses as a result of their work. A good understanding of OHS can increase labor attention in avoiding workplace injury hazards.

Adequate safety precautionary measures are provided by the organization but some results of the study showed that loyalty has a positive effect on safety rules and individual safety responsibilities through safety culture. In addition, safety culture also has a positive effect on performance.

There is first aid kit and services in the organization because the introduction of work and the dangers of accidents is very important for safety. Therefore, the introduction of workplace safety to the workforce should start early and it is provided in order to implement organizational health and safety in the workplace.

5.3 Conclusions

From the findings of the study, the following conclusions have been drawn:

Working conditions and performance of employees

The findings of the study found that organizations are concerned worker's safety as part of good working condition which can stimulate job effectiveness. Nonetheless, workplace is a forerunner for the employees' achievement and performance. There might be various other work conditional reasons that might stress them out and make them think they are an unsuitable match for their job, eventually affecting their work performance as observed by this study.

Additionally, organization provides workers with better housing and office space. Since poor working conditions and job dissatisfaction not only leads to poor performance of employees, providing those with better housing and officespace can stimulate performance.

The study also discovered that workers are provided with sufficient medical facilities because this is key determinants of work quality and employees' performance level. This is because Individuals are happy to have a job as to financially manage themselves for survival but they no longer see workplace as their second home, even though they spent most of their days' time at workplace.

Organizations provide workers with transportation. The performance of employees is influenced by many factors such as working conditions which involve provision of transportation service.

To achieve good performance, the organizations need to focus on even small things that might impact their goals. Employees are an unavoidable assets of an organization who are greatly impacting the goals of an organization if not performing well hence providing them with good office structure and facilities becomes essential

Also results showed that the office/working space is adequate to keep work documents as A bad work environment can lead to stress, burnout, and even poor performance from employees. Employees are always looking for a better working environment. They want to be able to work in a place that is clean, quiet, and has enough space to do their job

Supervision and performance of employees

The study found that employees follow law full instructions from my superiors and this help them to follow the right direction. Subsequently, failure of individuals or poor performance of staff working in four walls taking diverse task and not been taken care of their needs result in organizational failure

Other results showed that poor environmental conditions at work and poor management by supervisors might lead to bigger difference in achieving their goals. Thus making it hard to achieve and at times impossible to meet those objectives in worst conditions hence employees are supervised regularly,

Further, employee's performance is reviewed regularly and by the head of department. According to the findings, this can help to achieve organizational objectives could be achieved via determination.

Whereas the performance of employees is the significant achievement of the task after the execution of employees' efforts on the work. The performance of employees is imperative for the organizational success and employees should submit reports on accomplished tasks to my supervisor.

Health and safety and employee performance

Results of the study revealed that if health and safety practices are maintained in the organization, employees would be motivated, protected from injuries, accidents and the end result would be accomplishment of goals and increased organizational productivity.

Even employees are provided with work protection gears as organizations are is obliged to provide maintenance work which includes efforts to promote, preventive, curative, and rehabilitative in order to achieve optimal worker health as a productive potential for development.

The study found that employees are provided with safety tools at work. However, in the field, those are not entirely implemented; there are still many employees who do not pay attention to their safety by not using equipment in accordance to Standard Operating Procedure. It is true, accidents are undesirable and unpredictable but can be anticipated. The creation of safe conditions from the possibility of accidents will facilitate the performance of the company

Other findings show that organizations train its employees in health and work safety because Occupational Health and Safety (OHS) indicate the physiological and psychological conditions of labor causing from the work environment provided by the organization.

Adequate safety precautionary measures are provided by the organization but some results of the study showed that loyalty has a positive effect on safety rules and individual safety responsibilities through safety culture. In addition, safety culture also has a positive effect on performance

There is first aid kit and services in the organization because the introduction of work and the dangers of accidents is very important for safety. Therefore, the introduction of workplace safety to the workforce should start early and it is provided in order to implement organizational health and safety in the workplace

5.4 Recommendations

From the study findings and conclusions of the study, the following recommendations have been made:

Working conditions and performance of employees

- Organizations should be concerned worker's safety
- The organization should provide workers with better housing and officespace
- Workers should be provided with sufficient medical facilities
- Organizations should provide workers with transportation and they are in good condition,
- Workers should have good office structure and facilities
- The office/working space should be adequate to keep work documents.

Supervision and performance of employees

- ✚ Employees should follow law full instructions from my superiors,
- ✚ Employees should be supervised regularly
- ✚ Employee's performance should be reviewed regularly and by the head of department,
- ✚ Employees should submit reports on accomplished tasks to my supervisor,
- ✚ Employees should be closely supervised by my supervisor
- ✚ Employees' work should be closely monitored.

Health and safety and employee performance

- ❖ Employees should be provided with work protection gears,
- ❖ Employees should be provided with safety tools at work,
- ❖ Organizations should train its employees in health and work safety, sanitation facilities are provided
- ❖ Adequate safety precautionary measures should be provided by the organization

5.5 Areas for further study

- 1) Effect stress on employee performance
- 2) Effect of work environment on employee performance
- 3) Role of employee monitoring systems on employee performance

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Appendix 1

Questionnaire guide

Questionnaire on Fiscal Decentralization and Quality of financial reports in Mbale City

Dear respondent,

My name is Musika Enock a student of Uganda Christian University pursuing a Bachelor's degree in Public Administration I am conducting an academic study on: "The effect of working conditions on employee performance in Mbale city". Please avail me a little of your time and kindly fill the questionnaire. Tick the most appropriate answers as provided below. Note that all information provided will be kept with utmost confidentiality and will only be used for academic purposes.

Section A: Respondents' background information

1. Please indicate your age group

20- 30 years

31 – 40 years

41- 50 years

Above 50 years

2. Gender of the Respondents

Male Female

Others please specify.....

3. Are you directly engaged in decentralized decision making?

Yes No

4. Does industrial City Division provide budgeting and financial planning?

Yes No

Working Condition

Please indicate how much you agree or disagree with each of the following statements at your work place. Tick one space for each question.

B. 5. Strongly agree 4. Agree 3. Not sure 2. Disagree 1. Strongly disagree

(B)WORKING CONDITION						
B1.1	My organization is concerned of my safety					
B1.2	My organization provides me with better housing and office space					
B1.3	Am provided with sufficient medical facilities					
B1.4	My organization provides me with transportation and they are in good condition					
B1.5	Iam provided with good office structure and facilities					
B1.6	My office/working space is adequate to keep my work Documents					
B1.6	Iam provided with adequate furniture					
(B2) SUPERVISION						
B2.1	I follow law full instructions from my superiors					
B2.2	Iam supervised regularly					
B2.3	My performance is reviewed regularly and by the head of Department					
B2.4	I submits reports on accomplished tasks to my supervisors					
B2.5	Iam closely supervised by my supervisor					
B2.7	My work is closely monitored					
(B3) Health and safety and employee performance						
B3.1	Employees are provided with work protection gears					
B3.2	Employees are provided with safety tools at work					
B3.3	Organizations trains its employees in health and work safety					
B3.4	Sanitation facilities are provided					
B3.5	Adequate safety precautionary measures are provided by the organization.					
B3.6	There is first aid kit and services in the organization					

SECTION C: Employee Performance.

Please indicate how much you agree or disagree with each of the following statements at your work place. Please circle the one appropriate. 5. Strongly agree 4. Agree 3. Not sure 2. Disagree 1. Strongly disagree

		5	4	3	2	1
C1.1	I accomplish all my work assignments as desired					
C1.2	I am efficient in my work					
C1.3	I do my work effectively					
C1.4	I get satisfactory feedback from my customers/community					
C1.5	I deliver timely service to the community					
C1.6	I complete my assignments and report timely					
C1.7	I offer up to date and quality service to my community					

INTERVIEW GUIDE

Dear respondent,

You have been selected to respond in this research on working environment and employee performance in Mbale City leading to the award of degree in of Uganda Christian university. Take note that your responses will be treated with utmost confidentiality and will be used for academic purposes only.

Thank you,

Communication:

In what ways are information disseminated to employees both at district and sub county levels?

What communication methods are used to send information to sub county staff?

How would you describe the communication between employees and their Supervisors?

Supervision:

1. How often do you have support supervision for your staff at lower local governments?
2. Describe how supervisors relate with employees at lower local government (Sub County)?
3. How does supervision enhance performance of your employees?

Working condition:

What is your comment on the working conditions in which your staff work in regards to facilities, housing and safety?

In what ways are your work conditions improved?

How does working conditions enhance the performance of employees?

Appendix iii: Research Introductory Letter



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

Office of the Academic Registrar

To CITY TOWN
CLERK

Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss MUSIKA ENOCK
Of Registration Number; CS21/muc/bspam/014 pursuing a Masters' Degree/Postgraduate Diploma / Bachelor's Degree

He/ she is required to carry out an academic research on the topic
Effects of working environment on employees performance in mbale city

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

28 FEB 2024

Mr. Akampurira Timothy
Academic Registrar

Please refer him the assistance he deserves to carry out his academic research

CITY TOWN CLERK
P.O. Box Private Bag
Mbale City

[Signature]
18/03/2024