

**WORKPLACE ENVIRONMENT AND ORGANIZATIONAL PERFORMANCE OF
LOCAL GOVERNMENTS IN WESTERN UGANDA: A CASE OF SHEEMA
DISTRICT LOCAL GOVERNMENT HEADQUARTERS**

BY

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**A RESEARCH REPORT SUBMITTED TO THE FACULTY OF BUSINESS,
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SEPTEMBER, 2025

DECLARATION

I, Akankunda Enid, declare to the best of my knowledge that this is my original work and has never been submitted to any institution of learning for academic award.

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APPROVAL

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DEDICATION

For their invaluable contributions to my career, I dedicate this work to my cherished husband, Mr. Aruho Saul, and children, especially Bakashaba Kevin.

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Without God's favor and the assistance and hard work of several individuals, to whom I would like to express my gratitude, my plan would not have been feasible.

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Glory be to God

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List of acronyms

BSU – Bishop Stuart University

CVI – Content Validity Index

DLG – District Local Government

FY – Financial Year

REC – Research Ethics Committee

SOPs – Standard Operating Procedures

SPSS – Statistical Package for Social Sciences

U.S – United States

Abstract

The study set out to analyze the relationship between workplace environment and organizational performance taking a case of Sheema District Local Government headquarters guided by the study objectives. The study was motivated by the fact that Sheema District local government as part of the government structures strives in ensuring a conducive work environment but still evidence of unsatisfactory performance was visible. The study was cross-sectional and it employed a correlational research design. The Unit of analysis was a local government and the study targeted all local governments in Sheema District which provided 160 technical staff from whom a sample of 115 respondents was drawn. Data was collected using questionnaires (were pre-tested through validity and reliability) and interview guides. Quantitative data analysis was done using SPSS and qualitative data was analysed through themantic analysis procedures. The study got a response rate of 89.6%. From the quantitative perspective the study found out that organizatioanal structure affects, performance, organizational culture affects performance and that the physical work environment correlates to organizational performance positively and significantly with r values of .758**, .425* and .699** respectively. It was also found out from regression that as an aggregate, work environment factors contribute to variations in organizational performance by 38.8% and the remaining percentage is attributed to other factors that were not part of this study. The staistical findings were reinforced by the qualitative findings from key informant interviews. The study concluded that all the three constructs of workplace environmemt are positively and significamntly related to organizational performance in a local government context. The study therefore recommends policy reviews for condusive structures and culture, budgeting for infrastructure development, lobbying for filling man power gaps and providing enough office equipment and supplies.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The physical setting, social interactions, and overall conditions in which Local governments employees perform their job is their work environment. This environment significantly influences performance, workplace relationships, employee morale, job satisfaction, and well-being (Pavlovic, 2018). The work environment comprises of a number of factors including but not limited to organizational structure, culture and the physical environment. Beyond these tangible aspects, the work environment also includes social and cultural components, such as communication styles within the organization, the dynamics between colleagues and supervisors, and the level of support and recognition employees receive (Scott, 2023). The performance of individuals inside a company is significantly influenced by their work environment. Numerous studies have shown how important the workplace is to employees' performance and, consequently, to the firm (Zhenjing, et.al. 2022). This study sought to analyze the relationship between workplace environment and organizational performance taking a case of Sheema District Local Government.

1.1 Study background

As applied by Muhereza (2019), the study backdrop was organized based on historical, theoretical, conceptual, and contextual viewpoints.

1.1.1 Historical back ground

Employee efficiency plays a crucial role in an organization's success and long-term viability. Since the work environment greatly impacts productivity by either enhancing or hindering it, high-performing companies understand the value of their workforce. They focus on fostering a

supportive workplace, especially considering that employees dedicate a significant part of their lives to work-related activities.

Workplace environment includes the physical surroundings, job description, culture, and market conditions all make up an employee's workplace. The earliest known offices were created in Ancient Rome. These were gathering spaces where individuals would work together on related projects. They didn't, however, become more popular until the eighteenth century. The concept of dedicated office buildings traces back to the 18th century. The earliest surviving example, the Old Admiralty Building in London, was constructed to manage the extensive paperwork generated by the British Navy across its empire (Coley, 2023). During this time period, the leaders of all businesses would often collaborate in an office setting. However, as businesses grew and added more employees in the 19th century, open-plan offices became more and more popular at the start of the 20th century. They consisted of managers who kept a close eye on what the people in the rows under them were doing at their workstations (Coley, 2023).

The history of workplaces, especially industrial workplaces, is a well-established area within the social history of labor, the labor movement, and industrialization. In some ways, it is a classic field of historical study; it was founded during the social turn in historical research in the 1960s and 1970s, but it faded away in the 1980s. The study of workplace history was largely neglected after the continuing debate about the death of labor history. This analytical framework was formed when social history emerged as the dominant paradigm in historiography, and it shaped the discussion of industrial workplaces over the next two or three decades (Rainhorn, & Bluma, 2023).

Office layouts underwent a modest change in direction in the 1950s due to the German workplace design style known as Burolandschaft. In contrast to earlier office layouts, the design style

promoted a more flexible approach and gave far more weight to accommodating worker needs through more fluid design and layout (Naranjo & Vizcaino, 2017).

From its early beginnings to the complex systems we observe today, the organizational work environment has undergone tremendous evolution due to social, technological, and economic considerations. Dedicated office buildings first appeared in the 18th century, but early offices were shared areas. While worker productivity and efficiency were the main emphasis of scientific management ideas in the late 19th and early 20th centuries, the physical environment and its effects on employees came into greater focus in the middle of the 20th century. The modern workplace is still being shaped by elements including technology, organizational structures, company culture, and the trend toward remote employment (Anukwuocha & Okafor, 2022).

1.1.2 Theoretical background

This study was underpinned by Herzberg's two-factor theory. This motivation theory proposes that two types of factors, i.e., hygiene factors and motivators which influence employees' job satisfaction and dissatisfaction. Hygiene factors represent basic workplace necessities, such as salary and work conditions, whose absence can cause dissatisfaction among workers. Herzberg's two-factor hypothesis is a well-known concept in organizational behavior and human resource management. This idea suggests the two aspects of job contentment and job discontent that motivate workers. Notwithstanding their seeming distinctions, these work in concert to affect performance results (Nickerson, 2023).

Behaviorist Frederick Herzberg proposed the motivator-hygiene theory, a two-factor theory, in 1959. According to Herzberg, some aspects of a job lead to satisfaction while other aspects of a job shield against unhappiness meaning the factors in and around the place of work will determine

how well or poorly the employees will perform and in turn, it will determine how the entire organization will perform (Bexhet & Bexheti, 2016).

The motivation-hygiene hypothesis developed by Frederick Herzberg postulates that in a variety of contexts, job satisfaction and motivation are significantly influenced by both hygiene and motivator elements, such as recognition, achievement, and personal growth. Hygiene factors include things like work environment, salary, and business regulations. According to the notion, although hygienic aspects might help avoid unhappiness, motivational variables are crucial for raising employee motivation and satisfaction. Prior to concentrating on motivational variables, Herzberg's theory highlights the significance of addressing hygiene aspects to remove unhappiness and genuinely motivate people in their work environments. This theory emphasizes how important it is to take a balanced strategy that takes into account both kinds of influences in order to motivate and manage staff members in various organizational environments (Biswas, 2023).

This theory has a direct connection to organizational performance, as it identifies two key elements i.e., job satisfaction and job dissatisfaction, that influence employee motivation. Although these factors may seem contradictory, they interact in a cyclical manner. For example, an unsatisfied employee may demonstrate poor performance or consider leaving the company.

However, Herzberg's Two-Factor Theory has certain limitations. It assumes all employees share the same needs and overemphasizes job satisfaction while neglecting external factors like social and economic conditions (Bexhet & Bexheti, 2016). Additionally, while the theory suggests that satisfied employees are more productive, it fails to account for other variables beyond an individual's control that can impact performance (Bexhet & Bexheti, 2016).

In general, because hygiene factors are directly related to organizational and physical components of the workplace, such as culture, office space, facilities, supervision, and safety, this theory is

pertinent to the study. Because of this, the theory is extremely applicable to the study of work conditions in local governments. Furthermore, the theory demonstrates how the existence of motivators can improve organizational performance while unfavorable workplace environments (hygiene factors) can reduce performance and satisfaction (Thant, 2022). This bolsters the idea that performance and environment are related. Therefore, the framework can be used by local governments to create interventions, such as introducing motivators linked and related to work environment to improve productivity and service delivery and improving hygienic conditions to prevent dissatisfaction (Mugizi & Kato, 2022).

1.1.3 Conceptual background

This study focused on studying two major concepts that is workplace environment and organizational performance with a main focus on the situation on Sheema District. Workplace environment was the independent variable while organizational performance was the dependent variable. Workplace environment was conceptualized to mean factors including organizational structure, organizational culture and physical environmental factors. According to Soleas, (2021), the way organizations perform and achieve results through innovation and creativity depend on a number of factors that compose the organizations environment that is both internal and external. These factors include but not limited to the legal factors, the organizational structures, the organizational culture, the physical factors like cleanliness, and office lay out. The scholar notes that these factors either motivate or demotivate workers leading to positive or negative performance results respectively. Organizational structures concern how organizations are arranged to create hierarchy in order to achieve its goals and objectives. These structures for local governments provide and define roles and responsibilities, departments and teams, communication lines, decision making processes and guideline and work flows and procedures (Rand, 2024).

There are different types of organizational structures including vertical, flat, centralized, decentralized, hierarchical, circular but by nature, local governments use hierarchical organizational structure. This study was interested in analyzing how and to what extent work place environment influences organizational performance. As basing on the manufacturing sector, there is an association between these concepts/variables. According to the findings, the management of the chosen companies should support the maintenance of a healthy work-life balance by implementing alternative work arrangements like job sharing, shift work, leave work, and others; maintaining an effective physical workspace to foster an environment where employees perform better; and ensuring that all psychosocial workplace factors are sufficiently provided in their organizations to support organizational effectiveness (Anukwuocha & Okafor, 2022).

As another component of workplace environment, organizational culture is so important to any organization and how it collectively performs. While a weak or ambiguous culture can result in confusion, low morale, and high turnover, a strong and positive culture can increase employee motivation, collaboration, and productivity thereby impacting on the general organizational performance (Mandal, 2025). In summary, organizational culture has a significant impact on an organization's success and identity and affects "how things are done" at the workplace.

The actual, physical elements of a workplace that affect how staff members interact and carry out their duties are referred to as the organizational physical environment. This covers the equipment, safety measures, cleanliness, noise levels, lighting, furniture, office layout, and general workstation design. While a poorly maintained physical environment might result in stress, health problems, or decreased efficiency, a well-designed one can boost employee comfort, productivity, and morale. Establishing a physical space that is secure, practical, and enjoyable is crucial for facilitating efficient work and service delivery in both public and commercial enterprises,

including local governments. A physical workspace's layout and design have a significant impact on worker productivity. A well-designed office that has open areas, ergonomic furniture, and natural light can greatly improve workers' concentration and productivity (Lemma, Dugassa & Temesgen, 2022).

The term 'organizational performance' is commonly used yet lacks a universally agreed-upon definition. While this concept relies on various company-specific factors, experts continue to debate its exact parameters (Tahir, 2020). For purposes of this study, performance meant and included effectiveness, competitiveness and service delivery as was conceptualized in the supply chain competitiveness framework by (Natin & Ajay, 2011).

1.1.4 Contextual background

Contextually, the main purpose of the study was to analyze the relationship between workplace environmental and organizational performance taking evidence from Sheema District. This study was carried out in a local government context specifically Sheema district local government. Local governments are structured in a way that they become effective and efficient in the delivery of services to play developmental role in their respective localities (Mwesige, 2014). This study therefore intendeds to measure the relationship between workplace environment and organizational performance taking evidence from Sheema District. A study by (Agaba & Mukasa, 2023) analyzed the relationship between working environment and staff performance of Sheema District Local government. The study looked at working environmental factors including training and achievement, managerial support, co-worker support/teamwork among other factors and how they influence staff performance. While the study highlighted above focused on staff performance, this study was interested in the general organizational performance and the workplace environment

that was measured in the independent variable including organizational structure, the organizational culture and the physical environment.

Human resources and their drive to work are crucial to the success of businesses nowadays since they operate in a dynamic, international marketplace. Because workers are motivated by the outcomes of their job, labor productivity can be raised while also improving the business's financial and economic success, given that suitable working circumstances are established. The main focus of this study was to examine how the environment at the workplace influenced productivity as was examined in the article according to (Mamun & Khan, 2020). The study focused on examining in details factors like chain of command, span of control, delegation of responsibilities as concepts under the organizational structure. Communication, the policy processes and team work formed the organizational cultural context. The physical work environment context focused on office space and equipment of workers and how all these related and influenced performance in Sheema district. The study also focused on organizational performance in terms of service delivery, effectiveness and competitiveness. All these factors were focused on with an intention of bringing out a clear picture of how the workplace environment influenced organizational performance in Uganda with evidence from Sheema District Local Government. According to Zhenjing, et. Al, (2022), an unhealthy or unfavorable work environment can impair employee performance and satisfaction, whereas a good work environment can foster the conditions necessary for employees to realize their maximum potential. The productivity of employees and the workplace environment are two essential components of an organization's success.

1.2 Problem statement.

Local governments in Uganda have strived to establish a conducive working environment by ensuring supportive organizational structures (Kavuma, 2019). These structures range from lower administrative units, including parishes/wards and sub-counties/town councils, to counties/municipalities and districts. They are further reinforced by a generally stable organizational culture and a steady supply of resources from central government to help them be productive. Together, the structure, culture, and physical environment are intended to enhance local government performance, particularly in terms of competitiveness, effectiveness, and quality of service delivery—the key indicators of a local government’s success (Mukasa, 2023).

Despite these provisions, Sheema District Local Government continues to experience gaps in aggregated performance. According to Muhakaniza, (2023), the district competitiveness is low, as evidenced by the district being outperformed by other local governments in key service delivery metrics where according to the report, Sheema District scored 51% while the leading district had 85%. Effectiveness is compromised, with reported underutilization of annual budget allocations, reflecting inefficiencies in planning and execution Muwanga, 2022). Service delivery is also below expectations, as indicated by citizen complaints, delays in service provision, and unmet targets for essential services (Bitunga, 2019; Muwanga, 2022). These performance gaps suggest that the intended benefits of the workplace environment are not being fully realized.

This study therefore aimed at examining the relationship between workplace environment and organizational performance in Sheema District, with a focus of addressing specific underperformance issues that hinder competitiveness, effectiveness, and quality of service delivery.

1.3 Purpose of the Study

The purpose of the study was to analyze the relationship between workplace environment and organizational performance taking a case of Sheema District Local Government.

1.4 Specific Objectives

- i. To assess the effect of organizational structure on organizational performance.
- ii. To evaluate the effect of organizational culture and organizational performance.
- iii. To analyze the relationship between the physical environment and organizational performance.

1.5 Research questions

- i. What is the effect of organizational structure on organizational performance?
- ii. What is the effect of organizational culture and organizational performance?
- iii. What is the relationship between the physical environment and organizational performance?

1.6 Research hypotheses

- i. **H₁** There is a significant positive effect of organizational structure and organizational performance.
- ii. **H₂** There is significant positive effect of organizational culture on organizational performance
- iii. **H₃** There is positive and significant relationship between physical environment and organizational performance.

1.7 Conceptual framework

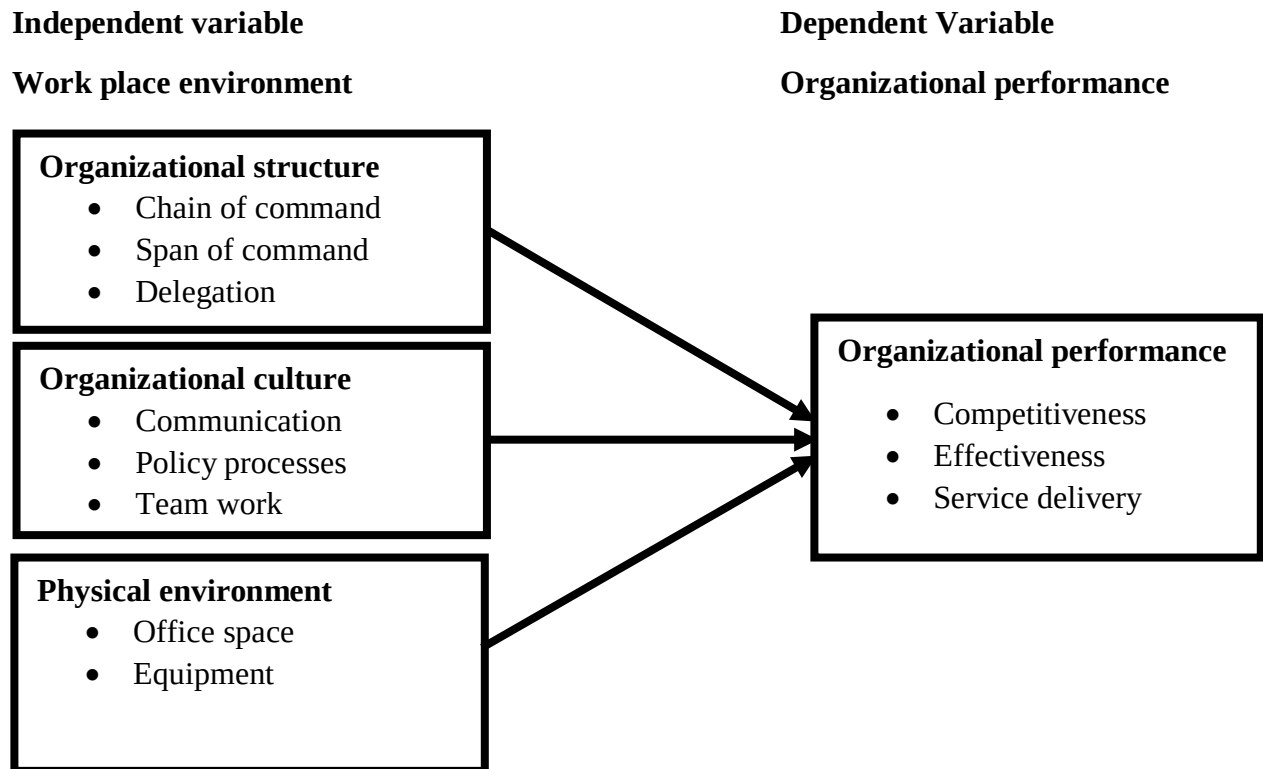


Figure 1: Conceptual Framework adopted from literature according to (Kapur, 2020), and (Pavlovic, 2018) and modified by the researcher.

The context, circumstances, and culture in which workers carry out their duties are referred to as the workplace environment. It encompasses both social and emotional elements such as issues including but not limited to organizational structure, culture and the physical environment (Perry, 2023). These components enshrine a number of factors including employee connections, management style, delegation, communication, team work, policy processes, physical office space, equipment, office layout, cleanliness. While a poor work atmosphere can result in stress, low morale, and high turnover, a pleasant one fosters productivity, teamwork, and job satisfaction. It is influenced by beliefs, policies, leadership, and daily interpersonal interactions (Herrity, 2025)

The ability of a local government to provide high-quality public services effectively and efficiently, which has a direct impact on the well-being of the community, is frequently used to

gauge its organizational success. Service delivery is the timely and dependable provision of basic services like infrastructure maintenance, public safety, water supply, and waste disposal. When these services satisfy the public's requirements and expectations while guaranteeing accessibility, equity, and responsiveness, they are shown to be effective. (Hout, et. al. 2022) Furthermore, competitiveness is important because local governments work to draw in firms, residents, and investment by upholding strict standards for innovation, governance, and service quality. In addition to providing for the urgent needs of the community, an effective local government promotes long-term social and economic growth. In general, therefore, workplace environment with its components, directly impacts on the organizational performance and local government are not in isolation (Kiconco, 2024).

1.8 Significance of the study

This study on work environment and organizational performance by local governments in Uganda is expected to help inform many Government decisions at different levels in Uganda and beyond, it will add on the power house knowledge and facilitate other researchers in the same and related fields. This is because government work environment is becoming an area and subject of concern in as far as institutional performance is concerned for both public service management and academia.

1.9 Scope of the Study

This section presented the coverage of the study in terms of area, content and time.

1.9.1 Area scope

The study was carried out in Sheema District local government focusing on all local governments both lower and higher. Sheema district is located in south-western Uganda and it has a total of 20

local governments including 19 lower local governments and one higher local government. As a matter of emphasis, this study only focused on the higher local government – the district headquarters. Sheema like any other local governments in Uganda operates under similar conditions like other districts in terms of structure, culture and physical infrastructure that form the work environment. The district has been chosen because its performance in comparison with others country wide is still a challenge as confirmed by (Auditor General’s report, 2020).

1.9.2 Content scope

The study's scope was restricted to Sheema District local governments and only analyzed the relationship between organizational performance and work environment in Uganda.

1.9.3 Time scope

The study focused on a period of four years from financial year 2020/2021 to 2023/2024. This has been selected because it is a period that falls under a five-year strategic plan (Sheema district strategic plan 2020/2021 to 2023/2025). It is also a period within which performance comparison for different districts has indicated that Sheema district is still lacking as it trails behind many (Muwanga 2022).

1.10 Definition of key terms

This section presented key constructs and how they were used in the context of this study.

1.10.1 Work place environment

Workplace environment means and includes the overall setting, conditions and atmosphere in which employees discharge their duties. It includes both physical aspects and non-physical aspects. For this study, work environment meant and was limited to organizational structure, organizational culture and the physical environment.

1.10.2 Organizational structure

Organizational structure refers to the way a company or organization arranges its people, roles, responsibilities, and communication flow to achieve its goals. The structure defines the chain of command and span of control through departmental hierarchies. This facilitates the process of discharging duties and providing services.

1.10.3 Chain of command

This is the official line of authority and communication within an organization. It shows who reports to whom and helps keep the workflow organized and efficient. In other words, the chain of command is the system that shows how instructions, responsibilities, and decisions move from the top level of management down to the lowest level of employees, and vice versa.

1.10.4 Span of control

This refers to a number of people that report to certain manager regardless of the level of the position in the structure. Some organizations have wide or narrow spans and that has an effect on the performance of a given unit and the organization in general.

1.10.5 Delegation

Delegation means giving someone else the authority to do a task on your behalf, while you remain responsible for the outcome. By principle, a manager can assign part of his/her duties to a subordinate provided that subordinate fall under the manager's supervision by the organizational structure.

1.10.6 Organizational culture

This refers to the shared values, beliefs, behaviors, and ways of working that shape how things are done in a given company or organization. Organizational culture is the personality of a workplace

showing how people behave, communicate, and make decisions based on the company's values and traditions.

1.10.7 Communication

Communication is the flow and exchange of information from one person to another until the desired feedback is obtained. This process also defines the channels and policies through which information is shared by stakeholders in an organization.

1.10.8 Policy processes

A policy process refers to the steps involved in creating, implementing, and evaluating policies including the rules or guidelines that help an organization or government make consistent decisions. The policy process is the journey a policy takes from being just an idea to becoming an official rule or action plan, and then being reviewed or improved over time. While each organization may follow different directions to come up with a policy, the general process involves problem identification, agenda setting, policy development, legitimization, implementation then monitoring and evaluation.

1.10.9 Team work

This is the art of working together with others to achieve a common goal. It's about sharing responsibilities, supporting each other, and combining everyone's strengths to get the job done better and faster. Teamwork is when people cooperate and collaborate to complete a task or solve a problem together.

1.10.10 Physical environment

The physical environment refers to the tangible surroundings in which people live or work. It includes the buildings, spaces, and objects that influence how people feel, interact, and perform

activities. Workplace physical environment can include things like office space, furniture, cleanliness, lighting, air conditioning and noise among others.

1.10.11 Equipment

Equipment refers to the tools, machines, or devices used to perform tasks or activities. In any context in the workplace. Equipment helps individuals complete their work or goals more efficiently and effectively.

1.10.12 Organizational performance

Organizational performance is the degree to which an organization accomplishes its goals and objectives effectively and efficiently. It entails evaluating a business's total performance in relation to factors including growth, employee engagement, productivity, profitability, and customer happiness. Organizational performance can also be viewed as a means of gauging how well a company is accomplishing its long-term and short-term goals.

1.10.13 Competitiveness

Competitiveness refers to an organization's ability to perform better than its competitors or similar institutions in the same industry or market. It involves offering superior products, services, or value while being able to adapt to changes in the market environment. In the context of local governments, competitiveness is always seen through comparisons on how different districts are able to utilize their budgets and timely offer services.

1.10.14 Effectiveness

Effectiveness is a measure of performance on how an entity does right things. Therefore, when local governments perform tasks as budgeted for and planned. They are regarded to be effective.

1.10.15 Service delivery

The term "service delivery" describes how a company, government agency, or institution provide services to the public. It's about ensuring that, without sacrificing quality, the appropriate services are provided to the right people at the right time.

1.10.16 Local government

A local government is the part of government that takes care of the daily needs and services of people in a local community. It is classified into three including lower local government, higher local government and urban authorities. This study focused on a higher local government, that is Sheema District Local Government.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature for this study was organized in accordance with the study objections, which include analyzing the relationship between the physical environment and organizational performance, assessing the influence of organizational culture and organizational performance, and examining the impact of organizational structure on organizational performance. However, the theoretical review came before the literature according to aims, and the literature summary came last.

2.1 Theoretical review

As a foundation, this study was grounded by Herzberg's two-factor theory. According to this theory of motivation, employees' levels of job satisfaction and discontent are influenced by two types of elements: hygiene factors and motivators (Zeeman, 2024). Like compensation and the working environment, hygiene aspects are basic criteria of the job that, if not provided, may cause dissatisfaction. Herzberg's two-factor hypothesis is a widely accepted concept in organizational behavior and human resource management. This idea suggests the two factors—job satisfaction and job dissatisfaction that motivate workers. In spite of their seeming disparities, these work in concert to affect performance outcomes in a cycle (Nickerson, 2023). The two-factor motivator-hygiene theory was introduced by behaviorist Frederick Herzberg in 1959. Herzberg asserts that certain elements of a job contribute to happiness.

Since Herzberg's two-factor theory sheds light on worker motivation and job satisfaction, it is applicable in today's settings. The Motivation-Hygiene hypothesis, or Herzberg's two-factor theory, is a psychological study that distinguishes between two sets of elements that affect employee motivation and contentment at work. These are motivational and hygienic

considerations. Salary, job security, and working circumstances are examples of hygiene variables that are necessary to minimize dissatisfaction but do not always inspire people. Conversely, motivators that offer chances for advancement, accountability, and recognition can greatly boost employees' motivation and job happiness (Vera, et. al. 2024).

Knowing how to boost job happiness and what drives people is essential in today's fast-paced, cutthroat corporate world. The two-factor approach is essential because it gives managers a framework for comprehending these elements. Managers can avoid job unhappiness by making sure hygiene factors are sufficiently addressed. In addition, they may boost motivation and job happiness at the same time by concentrating on motivators, which will raise output and staff retention (Pinder, 2024).

Lyer (2022) argues that Herzberg's theory remains highly relevant in modern workplaces due to shifting work dynamics and evolving employee expectations. Today's workforce seeks more than just financial compensation—they desire meaningful work, opportunities for growth, and recognition for their contributions. Herzberg's framework helps managers understand and address these needs effectively. The theory also applies to the growing trend of flexible and remote work arrangements. In these settings, where physical supervision is limited, Herzberg's principles suggest that motivation can be fostered through professional development, acknowledgment of achievements, and increased autonomy (Shaikh, et. al. 2019).

To sum up, Herzberg's two-factor theory is still applicable in contemporary work environments since it offers insightful information about job satisfaction and employee motivation. Managers can foster a work atmosphere that actively inspires people and minimizes unhappiness, resulting in increased productivity and performance, by comprehending and implementing this principle (Nickerson, 2023).

This two factor theory according to Herzberg as was advanced in the year 1959 is still relevant to modern management and clearly explains this study of workplace environment and how environmental factors influence employees and later impact on institutional performance.

2.2 Conceptual review

This section presented actual literature according to the study objectives as they were resented in chapter one.

2.2.1 The effect of organizational structure on organizational performance

An organizational structure is a framework that specifies how certain tasks are carried out in order to meet the objectives of the organization. Roles, responsibilities, and norms may be a part of these activities. The way information moves across tiers of the organization is also determined by its organizational structure (Kenton, 2024).

The arrangement of the organization's members and their duties is known as organizational structure, and it is one of the main concerns for the organizational designer. Roles, relationships, duties, power, and reporting lines are some of the crucial elements like delegation and reporting that make up an organization's structure (Guttermann, 2023).

Organ & Bottorff (2024) emphasize that every business, whether consciously or not, depends on an organizational structure. This framework systematically allocates roles, responsibilities, job functions, decision-making authority, and accountability across the company. Typically, the organizational structure visually represents both the hierarchy of authority and the pathways for information flow within the organization. It's critical to have an organizational structure that supports the aims and objectives of your business. This article explains the different kinds of organizational structures, the advantages of setting up one for your company, and the components that must be included. Matyja & Zublewicz, 2021).

Ang, (2023) and Devaney, (2024) explain a number of organizational structures to include but not limited to functional, divisional, matrix, flat, hierarchical, network, circular and team based. Whatever type of organizational structure, it is put in place to make work processes effective and improve general performance output.

Organizational performance measures how effectively an organization leverages its financial, human, and informational resources to establish itself in the market. For institutions like local governments, evaluating employee performance can refine policies and procedures. Performance reviews provide insights into workforce capabilities, revealing areas for improvement. By assessing and optimizing performance, organizations can maximize resource efficiency and achieve their goals (Contu, 2020).

Leadership plays a pivotal role, as the ability to guide teams and cultivate collaboration directly impacts outcomes. Effective teamwork requires emotional engagement and empathy to develop professional, solution-oriented results (Matyja & Zublewicz, 2021). Despite being widely discussed; organizational performance lacks a universally accepted definition or evaluation method. However, from a local government standpoint, it broadly encompasses competitiveness, operational effectiveness, and service quality (King, 2023).

2.2.2 The effect of organizational culture and organizational performance

Organizational culture encompasses the shared values, beliefs, attitudes, policies, and rules that govern employee behavior within a company (Li, 2015). This culture shapes how all stakeholders - including employees, customers, and suppliers - perceive the organization and its brand (Wong, 2023). A company's culture significantly impacts its success by determining both the quality of talent it attracts and retains. With various cultural models available, organizations must carefully select the one that best aligns with their objectives and needs (Whitfield, 2024).

A strong corporate culture can help team members achieve goals by adhering to shared communication guidelines and discovering personal fulfillment in their work. In fact, an analysis of an organization's organizational citizenship can predict factors such as employee loyalty, work satisfaction, and the likelihood of a general organizational reform that improves quality (Chalmers, 2023). The report goes on to stress that managers can apply motivational strategies that affect employee behavior by using corporate culture as a framework. Businesses with strong organizational cultures are better able to improve performance through active member participation.

A recent Workplace Culture Survey revealed that 76% of U.S. employees believe their company's culture directly impacts their personal productivity and efficiency. Research according to Kirwa (2023), further demonstrates that world –wide in the context of business and finances, organizations with strong cultures consistently outperform other in the broader market in financial terms. This advantage stems from how the company's combined formal and informal systems, behaviors, and values shape experiences for both employees and customers (Kirwan, 2023).

The beliefs, traditions, and behaviors that comprise an organization's culture have an impact on the attitudes and actions of its employees. Both individual and organizational performance are impacted by these elements. In my view, organizational culture is a critical component of performance management.

Effective communication serves as a vital component of organizational culture, fostering workplace collaboration that significantly influences decision-making and overall performance. This underscores the importance of examining communication's impact on organizational effectiveness through the lens of systems theory (Phiri & Musheke, 2021).

Phiri and Musheke's (2021) Malaysian study analyzed how upward, downward, and lateral communication channels affected employee performance in a real estate development firm, conclusively demonstrating communication's organizational impact. Research consistently shows that collaborative approaches yield superior outcomes. When supported by their team, employees demonstrate greater willingness to take calculated risks that drive innovation. Furthermore, workplace collaboration promotes personal growth, enhances job satisfaction, and reduces stress levels among staff (Mware & Shaju, 2022).

2.2.3 The relationship between the physical environment and organizational performance

Shaari, et. al., (2022), state that organizations must pay greater attention to employee performance and provide them with an atmosphere where they may perform at their best if they want to be competitive in a given industry. A hazardous or unhealthy work environment has a negative impact on productivity. The workplace is the place where workers perform their daily tasks. Employee productivity is enhanced and a sense of security is provided by a comfortable work environment. Emotions in employees might be impacted by their workplace. An employee will feel comfortable and productive at work if they enjoy their surroundings and make the most of their working hours. These physical elements include the workspace's breadth, lighting, noise level, air temperature, room color, cleanliness, and music selection (Atmaja & Pusitawati 2018).

Furthermore, according to Al Amin & Chakraborty, (2022), workplace amenities affect employees' productivity and performance. The six physical elements of the work environment—furniture and equipment design, temperature, sanitation, lighting, and noise. Schilleci, (2023), contends that physical work environment including working office space, office equipment will motivate individuals and enhance service delivery. Similarly, where employees lack equipment like computers working desks or personnel protective equipment where necessary, their performance

will be compromised and in turn the performance of the organization in general will be negatively affected.

Michalchuk, et al. (2022) indicate that majority of American workers put in more than seven hours a day at work, mostly doing sedentary office labor. Despite the fact that physical activity is essential for maintaining good health and avoiding disease, 80% of adult Americans do not meet the recommended levels of physical activity. The association between office workers' physical work environment and physical activity was investigated in this systematic review. The biggest influence on office workers' physical activity was found in buildings and offices intended for physical activity. Opportunities to enhance incidental movement that can promote physical activity during the workday should be prioritized in order to increase physical activity among office workers (Michalchuk, et al. 2022).

A study by Chukwuma (2022) on a subset of small and medium-sized businesses in Nigeria found a statistically significant correlation between the ergonomics and physical environment of small-scale businesses' workplaces and their productivity. Likewise, a statistically significant positive association was found between workplace social contact and productivity, where social contact is depended on how the workplace was arranged and organized. According to studies, a uniform dress code creates a beautiful visual coherence for the company. The idea that everyone is working toward the same objective and a sense of community are fostered among the workforce (Adebayo, 2023). Consequently, it is crucial to highlight that despite the widespread understanding that employees devote at least half of their waking hours to their jobs, research on the effects of the physical office work environment on employee well-being is still fragmented, irregular, and disciplinarian in character (Askari, et. al. 2020). Askari, et. al (2020) goes ahead to confirm that, team work is another component of culture that directly impacts on any organization's

performance. The cooperative effort of a group to accomplish a task effectively and efficiently or to reach a shared objective is known as teamwork. In the context of a team, which is a collection of interdependent people who cooperate to achieve a common objective, teamwork is seen.

2.3 Literature summary

The reviewed literature above confirms that all components of work place environment have a relationship and actually impact on organizational performance. These constructs relate and affect organizational performance as individual variables but there is also evidence that they generally influence performance. The evidence available is on an international scene but little or no evidence relating to Sheema district is seen. Therefore, the purpose of this study is to analyze, using data from the Sheema district Local Government, the relationship between organizational performance and the workplace environment.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

The methodologies used in the study process, namely data collection and analysis, are presented in this chapter. Research design, study area, study population, sample size calculation, sampling technique, data collection methods, data collection tools, data quality control, data analysis, variable measurement, and ethical issues are all covered.

3.2. Research design

This study employed a cross sectional research design. Cross sectional research design is used when a researcher is interested in conducting a study in form of a snap shot on the state of affairs in relation to the data interested in. Using this design therefore was justified by the fact that the study data was collected and analyzed from respondents in the selected study areas at a single point in time so variation in results as a result of changes in time series was not expected. The study was both quantitative and qualitative in nature as both approaches were used in data collection and analysis as detailed by (Tashakkori & Teddlie, 2003) and (Creswell, 2012).

3.3 Study Area

This study was conducted in Sheema district. The District was organized into five levels: villages, parishes, counties/municipality, sub-counties/divisions, and the district itself. Each level has executive committees and elected councils in charge of development and governance. The District Executive Committee and a District Council made up of delegates from sub-counties and technical personnel assist the elected Local Council V (LCV) Chairperson in leading the district. Sector-specific committees (Finance, Community Development, Education, Health & Security, Production, and Works & Water) and statutory entities (such as the Contracts Committee, Public

Accounts Committee, Service Commission, and Land Board) support the Council, which is the highest policy-making body (sheema.go.ug). Sheema District is located in Western Uganda within the Ankole sub-region and covers approximately 699 square kilometers of land. Geographically, it lies between latitudes 0°32'S to 0°38'S and longitudes 30°10'E to 30°29'E. The district is bordered by Buhweju District to the north, Mbarara District to the east, Ntungamo District to the south, Mitooma District to the southwest, and Bushenyi District to the west. Its administrative headquarters is in Kibingo, situated about 33 kilometers west of Mbarara, the largest city in the region. This central location places Sheema at the heart of southwestern Uganda's network of districts, making it strategically important for regional connectivity and governance (sheema.go.ug).

3.4. Study population

This study utilized employees of Sheema District Local Government headquarters that are responsible for service delivery through which LG organizational performance is measured. All employees/technical staff of the district formed the study population but the political leaders also were interviewed to verify responses from the technical staff. According to Sheema District approved manpower structure 2024 the district has a total of 153 technical staff. This formed the target population for the study. In addition, the district chairperson, the district speaker, the district committee secretaries for finance, works, education, production, health were interviewed for purposes of reinforcing the data generated from the technical staff. In general, the total population for the study was 160 people.

3.5. Sample size determination

The study used a population of 153 and basing on Kreijcie and Morgan Table 1970 for determination, the sample was 108 respondents/technical staff to take part in the study in addition to 7 political leaders.

Table 1: Sample size determination

Population Category	Population size	Sample size	Sampling technique	Justification for choice of category
LCV Chairperson	1	1	Purposive sampling	For data verification and reinforcement
District Speaker	1	1	Purposive Sampling	For data verification and reinforcement
Secretary for works	1	1	Purposive sampling	For data verification and reinforcement
Secretary for Finance	1	1	Purposive sampling	For data verification and reinforcement
Secretary for Education	1	1	Purposive sampling	For data verification and reinforcement
Secretary for health	1	1	Purposive Sampling	For data verification and reinforcement
Secretary for production	1	1	Purposive Sampling	For data verification and reinforcement
Technical Staff	153	108	Simple Random sampling	Knowledgeable in the variables of interest
Total	160	115		

Source: Sheema District staffing levels 2024

3.6 Sampling

The study employed two sampling techniques of simple random sampling and purposive sampling.

3.6.1 Simple random sampling

Simple random sampling is a scientific sampling technique of assigning random numbers and all elements of the population have equal chances of taking part in the study (Hayes, 2022). Random samples were selected from study area by giving all employees at SHEEMA District Local Government headquarters a single and equal opportunity to take part in the study. Since simple

random sampling is scientific and gives every member of the population an equal opportunity to participate in the study, it was used (Creswell, 2012). This sampling technique was applied on Sheema District Local Government technical staff.

3.6.2 Purposive sampling

According to Tongco (2007), the study used a purposive sampling technique for political leaders in order to produce important qualitative data on the relationship between the study variables, particularly the dependent variable in this case, organizational performance. The main reason why purposive sampling was used, was to get key informant respondents who had specific data that would reinforce quantitative data generated by questionnaires.

3.7 Data collection Techniques

Primary data for this study was collected from participants using questionnaires and interviews.

3.7.1 Questionnaire survey

A questionnaire is a technique for gathering raw data in research that use questionnaires as a tool (Bhandari, 2023). A self-administered questionnaire was created for this approach in order to gather primary data from local government employees. The approach was employed since it was believed to be rapid, easy, and affordable when gathering data from a large number of responders who are spread out over a large area but in a short period of time (Mathers, Fox & Hunn 2007). Data from scientifically chosen respondents—the personnel of the Sheema District Local Government—was gathered using the questionnaire survey method.

3.7.2 Interview method

This method used on purposively selected respondents (key informants) in the study area. The method was used because it was good for generating detailed and in-depth qualitative information on the study variables to reinforce quantitative data as explained by (Alshenqeeti, 2014) and

(Valenzuela & Shrivastava, 2011). The data collection method was used on political leaders with an intention of gaining clarity and getting reinforcement on quantitative data that had been generated by questionnaires.

3.8. Data collection instruments

Having considered using the questionnaire and interview as data collection methods, the study employed a questionnaire and an interview guide to collect data.

3.8.1 Questionnaire

Primary data was gathered by self-administered, structured questionnaires, in which a series of preset questions were created to gather information from randomly chosen study participants who were Sheema District Local government technical staff. As advised by (Kothari, 2004), this instrument was employed since it was cheap, time-saving, and enabled the study to use first-hand knowledge from several people over a brief period of time.

3.8.2 Interview guides

Purposively selected respondents in the study region were also interviewed as part of the data gathering process. The interview guide was used as a tool during data collection because it enabled the study to produce detailed information that the questionnaire might not have been able to provide, or in the form of clarification or reinforcement on issues that may not have been clear in the questionnaire responses (Rubinson & Ragin, 2007).

3.9 Data Quality control

Testing the validity and reliability of data collection instruments was conducted to guarantee data quality control.

3.9.1 Validity

Validity in research refers to the degree of correctness in the data gathered in a particular study (Middleton, 2023). Following the creation of data collection instruments, three (3) research specialists were consulted in order to determine which elements on the instruments were legitimate and appropriate to the study objectives. Expert judgment was used to determine the tools' validity (Content Validity Index). For every research expert, the index's content validity (C.V.I.) was computed in order to prove the validity of the instruments. The instruments were found valid because the average CVI was 88.5% and since it was above 70%, the study adopted and used the instruments as guided by (Amin, 2005) and as indicated in the Table 2.

Table 2: Validity Test Results

Rater	Items rated relevant	Total number of items	CVI
1	40	52	0.769
2	50	52	0.962
3	48	52	0.923
	138	156	2.654

Source: Research experts' information 2025

$$\text{CVI} = \frac{\text{No. of items regarded relevant by an expert} \times 100}{\text{Total No. of items}}$$

$$\text{Average CVI} = \frac{2.654}{3}$$

$$\mathbf{0.885}$$

3.9.2 Reliability

The Chronbach Alpha coefficient was used to determine the dependability and trustworthiness of the data collection instruments. A pilot study was carried out on 15 respondents from Isingiro district. Questionnaire data was entered into SPSS and analyzed to calculate the Chronbach's alpha. The results are presented in Table: 3.

Table 3: Reliability Test Results

No of items	α
45	0.822

Source: *Pilot study data 2025*

Since the coefficient produced was above 70%, the study adopted the data collection tool as guided by suggested by (Amin 2005) and (Schnell, 2020).

3.10. Data collection procedure

When the proposal was complete, it was presented to the faculty board for approval. Then it was submitted to BSU REC for assessment and clearance. Thereafter, the letter granting permission for data collection was obtained. Before data collection, another authority letter was requested for from Sheema district so that respondents could freely and officially take part in the study.

3.11. Analysis of data

Both quantitative and qualitative analyses of the data were conducted.

3.11.1 Quantitative data analysis

The Statistical Package for Social Sciences (SPSS) was used to sort and analyze data produced by the questionnaires. This is because SPSS was believed to be easier in generating descriptive and inferential statistics and offering a greater selection of graphs and charts (Garth, 2008). To produce interpretations and conclusions about the study population, the analyses were made using both descriptive and inferential statistics.

3.11.2 Qualitative data analysis

Thematic analysis was conducted on the qualitative data obtained from key informant interviews. The study's objectives guided the sorting, editing, arranging, and coding of the data. As guided by Mugenda and Mugenda (2003), themes were developed and narrative conclusions were drawn

using the study objectives. The findings were applied to support quantitative interpretations, analyses, and conclusions.

3.12 Variable measurement

The study variables were broken down into dimensions for detailed understanding. Workplace environment as an independent variable was measured by organizational structure, physical environment and organizational culture. Organizational performance as a dependent variable was measured by quality, effectiveness, and competitiveness that showed how best and optimally resources were utilized. The variable dimensions were measured and rated on 5-point Likert scale from 5 to 1 – strongly agree to strongly disagree respectively as explained by (IvyPanda, 2020, July 6).

3.13 Ethical Considerations

The study proposal was submitted to BSU REC (**BSU-REC-2025-558**) for clearance before the study data was collected. In addition, anonymity and confidentiality were upheld during the study. Furthermore, the study was conducted formally with approval, and participants were informed that their responses were only used for academic research and that the data produced would never be altered for whatever reasons.

3.14 Dissemination plan

Findings of this study will be disseminated for the benefit of the study respondents, local governments and the general public. The findings will be disseminated in recognized peer reviewed journals, University research conferences, community meetings and policy briefs.

3.15. Ebola and Covid-19 Risk Mitigation Plan

The researcher developed and communicated clear health and safety protocols for all research activities. This included guidelines for social distancing, mask- wearing, sanitizing the hands,

equipment, and spaces. The researcher also developed a contingency plan for each Ebola and COVID-19 scenario just in case it broke out following the standard operating procedures (SOPs).

This necessitate that research activities be postponed as required by the current state.

The researcher made sure she stayed up to date with local and national EBOLA and COVID-19 updates, regulations and guidelines by ensuring that all research activities complied with the relevant regulations.

The researcher was in an open and clear communication with research participants and the community regarding COVID-19 and Ebola safety measures and any changes to the research plan due to the pandemics.

3.16. Community Engagement Plan

Before data collection, the researcher got in touch with the local leadership both physically and on the phone to inform them about her research project. Then with the help of the local leaders, she identified key community stakeholders that could be impacted by research area in question or those that had an interest in the research project like the community organizations, and the local government representatives.

Then the researcher, together with the concerned people, scheduled initial meetings with local council members and the other stakeholders to introduce the research project, its goals, and its potential impact on the community by providing an overview of the research objectives and methods.

After the data collection exercise, the researcher to kept in touch with the Sheema district Local government administrators for purposes of sharing issues concerning the study, as well as feedback to respondents concerning the outcomes of the research study.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

The purpose of this study was to analyze the relationship between workplace environment and organizational performance taking a case of Sheema District Local Government. This chapter presents results according to the study objectives that included assessing the effect of organizational structure on organizational performance, evaluating the effect of organizational culture on organizational performance and analyzing the relationship between the physical environment and organizational performance. The analyses and presentation of findings are presented according to the study objectives but preceded by the response rate and findings on the respondents' demographic characteristics.

4.1 Response rate

A total of 108 questionnaires were distributed and out of the distributed questionnaires 98 were returned and found valid and accurate for use in this study. Five (5) interviews were conducted successfully on the key informants. Overall, the results indicated a response rate of 89.6%. The response rate was representative enough since it covered above the recommended rate (above 80%) for the face-to-face method of delivering and collecting data collection tools as adopted from (Fan, 2010).

4.2 Socio-Demographic Characteristics of the Respondents

The socio-demographic characteristics of respondents included gender, age brackets, years in service, respondents' current department and highest level of education attained. The findings are presented and interpreted here below.

4.2.1 Gender

The study by asking the gender question sought to establish whether there is a relationship between gender and performance in the Local Government Context. The responses on the gender categories of the respondents are presented in Table: 4:

Table 4: Respondent's Gender

Category	Frequency	Percent
Male	61	62.2
Female	37	37.8
Total	98	100.0

Source: Field data 2025

The findings indicated that the majority of the respondents were males (62. 2%) while the females took a minority portion of 37.8%. This gender distribution is attributed to the fact that the historical belief that a girl child was not a major focus for education still affects the employment environment. However, the local governments are struggling to employ more women as a national policy requirement of the equal opportunities commission.

4.2.2. Respondents' age categories

The study sought to find out the age categories of all respondents. They had been categorized as the following age brackets (in years) 25 and below, 26 to 35, 36 to 45, 46 to 55, and above as shown in the Table: 5:

Table 5: Respondents' Age categories

Age Category	Frequency	Percent
Below 25	14	14.0
26-35	32	32.6
36-45	24	24.7
46-55	19	19.7
Above 55	9	9.0
Total	98	100.0

Source: Field data, 2025

Table: 5 shows that majority of the respondents 32.6% were aged between 26 and 35 years, followed by 24.7% of 36 to 45 years. This generally indicates that 57.3% of the respondents were from 26 and 45 years. This situation means that local governments employ young and energetic people who still have the zeal to serve hence ensuring success in service delivery.

4.2.3 Respondents' years in service

The study sought to find out the period respondents had spent in service as a way of confirming that they knew and appreciated the workplace environment and how it impacted on organizational performance. The section was categorized in terms of 1-5, 6-10, 11-15, 16-20 and above 20 years.

The findings are summarized in a pie chart figure: 4.

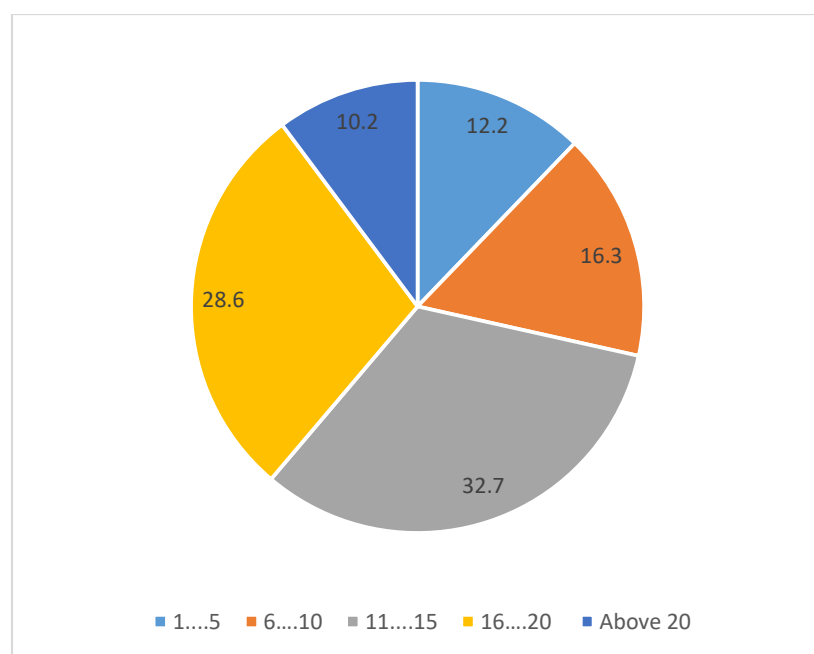


Figure 2: Pie Chart showing Respondents' Years in services

Source: Field data, 2025

From the pie chart Figure 2, results indicate that most staff had worked for a period between 11 and 20 years where 28.6% had worked for 6 to 10 year while 32.7% had worked for 16 to 20 years.

This is an indication that the respondents had sufficient knowledge in relation to the study variable of work environment and organizational performance.

4.2.4 Respondents' Department

The study sought to find out the department different respondents were in at the time of the study. The departments that were used by the study included Administration, Finance, Health, Education and others where a respondent was required to specify. The details of the findings are presented in Table 6.

Table 6: Showing Respondents' Departments

Department	Frequency	Percent
Administration	47	48.0
Finance	17	17.3
Health	17	17.3
Education	12	12.2
Others	5	5.1
Total	98	100.0

Source: Field data, 2025

The findings in Table: 6 on respondents' departments indicate that most of the respondents were from administration (48%) and indeed most of the respondents were from the district headquarters where the administrative staff is concentrated. In addition, it was very relevant for the staff because the units mandated to maintain a conducive work environment are part of the administration mainly the Human resource unit.

4.2.5 Respondents' Level of Education

The study observed the respondents' education level from Ordinary level, Advanced level, Diploma, bachelors to post graduate level as detailed below in Table: 7.

Table 7: Showing Respondents' Education Levels

Education level Category	Frequency	Percent
O'Level	03	3.1
A'Level	05	5.1
Diploma	10	10.2
Bachelors	66	67.3
Postgraduate and above	14	14.3
Total	98	100.0

Source: Field data 2025

From the above table: showing respondents' education levels, majority of the respondents were found to have Bachelors' degrees (67.3%) followed by those with post graduate qualifications (14%). This means that the local government employs people with qualifications to have capacity to interpret the data collection tool and could easily understand the work environment conditions and how they impact on performance.

4.3. Empirical findings

The main purpose of this study was to analyze the relationship between workplace environment and organizational performance taking a case of Sheema District Local Government. Work environment was conceptualized to include organizational structure, organizational culture and the physical environment. Organizational performance was conceptualized to mean and include competitiveness, effectiveness and service delivery. The analyses and findings are presented according to the study objectives. Descriptive statistics and correlations basing on responses to the

questionnaire and qualitative findings from the key informant interviews conducted as thematically analyzed are presented in this section following the specific study objectives.

4.3.1 The effect of organizational structure on organizational performance.

The descriptive statistics on objective one of the effect of organizational structure on organizational performance are summarized in Table: 8.

Table 8: Descriptive statistics on Organizational structure

Organizational structure	AGREE		NEUTRAL		DISAGREE	
	Freq	%	Freq	%	Freq	%
There is a defined organogram of the district	66	66.9	17	17.4	15	15.3
I know whom I report to	82	83.7	14	14.1	02	02.1
The structure defines staff that report to me	78	79.8	18	18.0	02	02.1
I get instructions from one supervisor	70	71.4	15	15.3	13	13.3
The structure is guided by a policy	59	60.1	28	28.1	11	11.2
Our organizational structure is regularly reviewed	64	65.3	17	16.9	17	17.3
The structure supports my duty performance	68	69.4	18	18.4	12	12.2
The organizational structure clearly defines my duties	73	74.2	19	19.7	06	06.1
My supervisor clearly delegates duties to me	72	73.5	06	6.1	20	20.4
The organizational structure eases staff supervision	73	74.5	16	16.3	09	09.2

Source: Field data 2025

As presented in Table:8, the study sought to evaluate the relationship between organizational structure and organizational performance among local governments in western Uganda, so it subjected 10 statements to respondents and their responses are as follows;

Respondents were asked if there was a defined organogram for the district and 66.9% of the respondents agreed. When asked whether employee knew who they reported to in relation to the organizational structure, 83.7% of the respondents agreed. On whether the structure clearly defined the reporting channel and whether employees know people who reported to them, 79.8% of the

respondents agreed. When asked whether they got instructions from their supervisors, respondents at 71.4% agreed with the statement. On whether the organizational structure they followed was guided by the policy, 60.1% of the respondents agreed. 65.3% of the respondents also agreed to the statement that the organizational structure was regularly reviewed. Respondents were also asked whether the structure supported their duty performance, 69.4% agreed. When asked on whether the organizational structure clearly defined their duties, 74.2% of the respondents agreed. On whether supervisors clearly delegated duties, 73.5% of the respondents agreed. And on whether the organizational structure eased supervision, 74.5% of the respondents agreed. The nature of responses on the statements that intended to measure organizational structure, indicated that there Sheema District local government staff were aware of the relevance of the organizational structure and how it eased performance of their duties.

The statistical findings and descriptive statistics as presented in Table: 8 indicate that Sheema District Local government was indeed putting in place measures in relation to the organizational structure for easing performance. These findings, were reinforced by qualitative findings from key informant interviews as present below.

From analysis, it was found out that the employees were guided by the organizational structure in their course of discharge of their duties. For purposes of reinforcing quantitative findings on organizational structure, the study conducted key informant interviews of political leaders and the findings are presented here below.

From Respondent “A”,

“The organizational structure helps us in a way that the organogram defines position, it shows the chain of command and it facilitates reporting and eases communication be it down ward or upward communication.”

The respondent added,

“...it is common that we make different reports, and these reports require approvals, this is done through the chain of command as provided by the organizational structure, ...this generally eases my work because I am always guided on what to do and where to report.”

Respondent “C” noted,

“...for the years in have been in service, if it difficult to work without a clear organizational structure, it is through the structure that everyone knows what to do, how to do it and with who to discharge. In addition, it is by the organizational structure that supervisors are able to work with subordinates through delegation.”

“The only challenge I have found is that there are no clear guidelines regarding delegation that is why sometimes the officers delegated can abuse the powers given to them.”

Respondent “D” noted,

“We find the organizational structure very helpful because it helps in defining duties and roles for different officer. However, the challenge is that there are gaps in the organogram. While some positions are not filled and it is beyond our control because recruitment resources are provided by the central government. Where they are aware that we have gaps, they take time to avail us resources to recruit and fill the man power gaps.”

Qualitative findings above, come as a confirmation that indeed there are organizational structures in local governments and that as a component of work environment, the structures impact or actually influence performance of the local governments. In relation to the descriptive statistics in Table 8, the local government have a clearly known organigrams through which duties are discharged. The key informants confirm the same however, it has been found out that the structures

have gaps that are not filled. The study found out that non replacement of employees lack of necessary recruitments greatly affect organizational performance.

4.3.2 The effect of organizational culture on organizational performance.

The study summarized descriptive statistics on organizational cultural issues as had been set under objective two of the study and the findings are summarized in Table 9.

Table 9:Descriptive statistics on Organizational Culture

Organizational Culture	AGREE		NEUTRAL		DISAGREE	
	Freq	%	Freq	%	Freq	%
There are clear communication channels at the Place of work	66	66.9	17	17.4	15	15.7
We are trained on the best practices of work	82	83.7	15	15.2	1	1.1
It is our culture to follow policy as we do work	78	79.8	18	18.0	2	2.2
I participate in policy development	50	51.0	24	24.5	24	24.5
There is constant policy review for work improvement	59	60.1	27	28.1	12	11.8
We receive timely communications regarding work issues	54	55.6	17	16.9	27	27.4
We have clear work teams	48	49.0	28	28.6	22	22.4
Work is discharged through different teams	73	74.2	19	19.7	6	6.2
Assignment of duties is communicated following policy guidelines	43	43.8	26	27.0	29	29.2
There is an open door policy at work	73	74.5	23	23.4	2	2.1

Source: Field data 2025

For purposes of measuring how organizational culture as a construct of work environment impacted on organizational performance, the respondents were given 10 questions in form of statements and the responses as presented in Table: 9 as explained here below.

Respondents were asked on whether there were clear communication channels, 66.9% of the respondents agreed. On whether the employees were trained on the best work practices, 83.7% of the respondents agreed. When respondents were asked on whether the stakeholders followed

policy as they performed their duties, 79.8% agreed. On whether employee participated in policy development, 51.0% of the respondents agreed. When respondents were asked on whether there was constant policy review for work improvement, 60.1% of them agreed. On whether the employees receive timely communication regarding work issues, respondents agreed at 55.6%. On whether the employees had and work through teams, respondents agreed at 49.0%. Respondents were also asked on whether work was discharged through different teams, 74.2% of them agree with the statement. The study also asked respondents on whether assignment of duties was communicated following policy guidelines, 43.8% of them agreed. When they were asked on whether the district practiced an open door policy, 74.5% of the respondents agreed.

All in all, the nature of responses from the study area and the rate at which respondents agreed to the statement that were designed to measure organizational culture, the picture depicted that indeed that Sheema District local government had a culture which was generally known by employees and in way it impacted on the general performance.

For purposes of reinforcing the quantitative data as presented above, key informant interviews generated results as present below.

Respondent “B” indicated,

“As leaders we are guided by the national oath of secrecy and we are also guided that not everyone is allowed to communicate on behalf of the district. Whenever there is anything official to communicate, it goes through the right channels of communication and for that matter through the communications office.”

Respondent “C” noted

“While the heads of department can communicate, there are clear guidelines on who should communicate what. This has helped us a lot because it limits chaos as a result of releasing of vital information.”

Respondent D” Stated,

“I find it convenient to forward whatever I want to communicate to the relevant office, and that is the communications office. Currently we also have the IT officers who communicate official messages on line because it is their mandate otherwise if you don’t do that you are faulted for crossing to other people’s jobs, but anyway it very clear because we are guided.”

Respondent “E” noted,

“.... with local governments setting, culture is not a problem, we generally follow the public service standing orders. In fact, the policies that support our culture all aim at ensuring that we are accountable to our customers – the public. Therefore, we always strive to ensure that we perform to our best, according to the rules as we offer services to the public.”

In general, therefore, the qualitative findings as generated from key informant interviews confirm that the work environment in terms of culture, facilitates organizational performance as the culture defines boundaries of what individual employees are supposed to do and not supposed to do.

4.3.3 To analyze the relationship between the physical environment and organizational performance.

Under the third objective where the study sought to analyze the relationship between the physical environment and organizational performance, the study provided ten statements on the physical environment and the responses are summarized in Table: 10.

Table 10: Descriptive statistics on the Physical Environment

Physical environment	AGREE		NEUTRAL		DISAGREE	
	Freq	%	Freq	%	Freq	%
I have an office where I sit	95	96.9	0	00.0	3	3.1
My work environment is always clean	88	89.8	8	08.2	2	2.0
We do not share offices at my place of work	88	89.8	8	08.2	2	2.0
The arrangement of office equipment allows smooth flow of work.	89	90.8	5	05.1	4	04.1
I have an office computer	69	70.4	15	15.3	14	14.3
I have enough furniture in my office	74	75.5	7	7.1	17	17.3
I receive timely office supplies in time	77	78.6	8	08.2	13	13.2
My office is well ventilated	82	83.7	9	09.2	7	7.1
I have internet access at my place of work	67	68.4	0	00.0	31	31.6
There is enough security at the place of work	73	74.5	10	10.2	15	15.3

Source: Field data 2025

For purses of measuring and finding out whether respondents appreciated the physical environment at the work place, the data collection tool provide ten statement to the respondents and the responses as presented in Table: 10 can be explain as follows.

Respondents were asked whether they had an office where they sat, 96.9 agree. When they were asked whether the work environment was always clean, they agreed at 89.8%. On whether they did not share offices at the workplace, respondents agreed at 89.8%. When they were asked whether the arrangement of office equipment allowed smooth work flow, 90.8% agreed. They were also asked whether they had an office computer, 70.4 of them agreed. On whether employees

had enough office furniture, 75.5% of the respondents agreed. When asked whether they timely received office supplies, 78.6% of the respondents agree. They were also asked whether their offices were well ventilated, respondents agreed at 83.7%. On whether employees had internet access in their places of work, 68.4% of the respondents agreed. And when asked on whether there was enough security at the place of work, 74.5% of the respondents agreed.

Having conducted quantitative analysis, qualitative analysis of data generated from key informant interviews was done. The findings are summarized here below.

Respondent “E” indicated that,

“for me, the physical environment relates to all equipment I am provided with to perform my duties and the office space where I operate from. As you can see, we have computers the office is always clean only that we share offices and sometimes we face the inconvenience of sharing the office. As you know even in office there is need for privacy therefore I see that as a big challenge otherwise we are generally fine.”

Respondent “A” noted,

“.... the physical work environment for me I find it fine, because we have cleaners who make sure that we are in a clean environment. The only challenge we have is that they delay to replace furniture and computers. I have been using this old computer for so many year and every time I request for replacement, they tell me there are no funds.”

Respondent “B” added that,

“....our workplace environment would be fine but like you can see we work form different buildings. Some departments are in the old traditional buildings that were inherited by the district others are in the new structures. Of course those in the old structures cannot have

a good and conducive environment like those in the new ones but generally, once in a while renovations are made to ensure that people operate in a good place.”

From respondent “C”

“The physical work environment would be ok only that staff sometimes do mind about cleanliness. I always encourage staff to maintain cleanliness, an organized office so that it is attractive to the visitors. ...it is one thing to be given a work place, but it is another to keep it clean and tide.

The qualitative findings above reinforce the quantitative findings of the study but the key informants highlighted a number of gaps that if addressed, the physical environment would effectively enhance organizational performance.

4.4 Organizational performance

The descriptive statistics on organizational performance are summarized in Table: 11.

Table 11: Descriptive statistics on Organizational Performance

Organizational Performance	AGREE		NEUTRAL		DISAGREE	
	Freq	%	Freq	%	Freq	%
Our district is one of the best performing in Uganda	66	66.9	17	17.4	15	15.7
We get positive feedback from the community	82	83.7	14	14.0	2	2.3
We now offer timely services to the people	78	79.8	18	18.0	2	2.2
People appreciate the quality of services we offer	50	51.0	25	25.5	23	23.5
There is limited resource wastage	60	61.2	26	26.5	12	12.2
People at work enjoy what they do	54	55.1	17	17.3	27	27.6
The district is steadily developing	49	50.0	28	28.6	21	21.4
There is equitable service delivery across all sectors	73	74.5	19	19.4	6	6.1
Budget performance has improved over the last five years	43	43.8	26	27.0	29	29.2
Resource utilization has improved across departments	73	74.5	23	23.5	2	2.0

Source: Field data 2025

The study had a dependent variable – organizational performance the main variable the study aimed at measuring and predicting. Respondents were given 10 statements on organizational performance to evaluate and their responses as present in Table 11, were as follows;

Respondents were asked whether their district was one of the best performing in Uganda and 66.9% agreed. When asked whether they got positive feedback from the community, 83.7% agreed. On whether they were offering timely services to the people, 79.8% agreed. When asked whether people were appreciating the quality of services they offered, 51.0% agreed. They were also asked whether there was limited resource wastage, 61.2% of the respondents agreed. The respondents were also asked if employees themselves enjoyed what they were doing, 55.1% agreed. On whether the district was steadily developing, 50% of the respondents agreed. When they were asked whether there was equitable service delivery across all sectors, 74.5% agreed. When asked on whether budget performance had improved over the previous five years, 43.8% of the respondents agreed. And when asked if resource utilization had improved across the district departments, 74.5% of the respondents agreed.

As a way to reinforce quantitative data, the study utilized an in-depth interview on key informants to assess performance of Sheema District. The interview focused on the effectiveness of service delivery, finding out how work environment affected service delivery, and generally finding out how performance could be improved. The findings are summarized below.

In general, all key informants indicated that, service delivery was effective noting that the district emphasized timely response top people's needs and ensuring that budgeting is appropriate in line with the people's needs.

Respondent “A” noted;

“work place environment directly impacts on how we perform. I will give an example, if the places of convenience were not clean, people would gt inconvenience staying here when the know that issue will disorganize them”

Respondent “B” added,

“...performance of the local government does not just come like that, there are a number of factors that help us achieve all we are able to achieve in terms of service delivery and such factors include the resources, the equipment and the policies. Therefore, the environment within which we work, directly impacts on what we are able to achieve. If the environment is not good, the results are negatively affected.”

Respondent “C” indicate that,

“work environment directly impacts on performance because if you have nowhere to sit in perms of office space, you cannot be accessed for attending to people who require services, if there are no policies and guidelines, that would be chaos, if there are no values that people believe in, there would be no standards, therefore, work is done because the environment supports it. The only challenge is that some government workers, the technical people have negative attitude towards work, and some do not respect supervisors.”

Respondent “D” noted,

“...all factors under work environment cannot be highlighted in this discussion, but of course work environment is very key if an organization is to perform and achieve targets. Issues like structure that defines the reporting channel, culture that defines how work is done, the physical factors that support the discharge of duties are all very key in realizing work results”

On how Sheema District could improve on its performance, key informants generally noted that there is need for regular review of policies, there is need for increased funding for welfare, there is need for review of salaries and allowances, there is need continues supply of equipment ranging from computers, vehicles and other office supplies to facilitate the performance of duties and delivery of services.

4.5 Correlation analysis

Pearson's product moment correlation analysis was performed in order to determine the relationship between the study variables that is the independent and dependent variables prior to running the regression analysis of work environment factors and organizational performance. The analysis was done based on the research objectives and the methodology set for the study. The results are presented in Table 12;

Table 12: Correlation Matrix

Variables	1	2	3	4
1. Organizational structure	1			
2. Organizational Culture	.255**	1		
3. Physical Environment	.412**	.212**	1	
4. Organizational Performance	.758**	.425**	.669*	1

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

*, Correlation is significant at the 0.05 level (2-tailed).

Source: Field data 2025

4.5.1 The effect of Organizational structure on organizational performance

Findings in Table: 12 revealed that there is a significant positive relationship between organizational structure and organizational performance basing on data generated from Sheema District ($r = .758^{**}$, $P \leq .01$). This results are true for the relationship for all components of

organizational structure as can be confirmed by the descriptive statistics. In addition, the r^2 in respect to organizational structure is 0.575 meaning that the organizational structure components impact on Organization performance by 57.5%. This verifies and confirms a hypothesis that was initially stated that “there is a significant positive effect of organizational structure and organizational performance.” This is an indication that the level of organizational structure in Local Governments corresponds directly with and actually affects the level of organizational performance in the same local government.

4.5.2 The effect of organizational culture and organizational performance

Findings in Table 12, revealed that there is an association and actually an effect of organizational culture on organizational performance. The correlational analysis indicated a significant positive relationship between organizational culture and organizational performance among local governments in western Uganda as shown by ($r = .425^*$, $P \leq .05$). For purposes of verifying the hypothesis that had been stated that “there is significant positive effect of organizational culture on organizational performance,” the resulting r^2 in respect to organizational culture is 18%. The percentage with which organizational culture affects organizational performance 18, positive and significant. Therefore, the hypothesis is true and correct. This is an indication that organizational culture impacts on organizational performance.

4.5.3 The relationship between the physical environment and organizational performance

Findings from Table: 12 revealed that there is a significant positive relationship between the physical environment and organizational performance among local governments in western Uganda explained by the r coefficient ($r = .699$, $P \leq .01$). This result is true for all the components of the physical environment. This is an indication that the nature of the physical environment at the work place directly corresponds and impacts on the general organizational performance in the

context of local governments in western Uganda. For purposes of verifying the hypothesis that had been initially stated that “there is positive and significant relationship between physical environment and organizational performance,” the r^2 from .699, is .489. The coefficient of determination of 48.9% is an indication that the physical environment causes variation in organizational performance by that magnitude. The hypothesis is therefore accepted.

4.5 Regression analysis

In order to understand clearly how work environment is related and how it impacts on organizational performance among local governments in western Uganda, a multiple linear regression analysis was employed. The results are summarized in Table 13:

Table 13: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.627 ^a	.393	.388	.271

a. Predictors: (Constant), Work environment

It is now noted from Table: 13, that the correlation coefficient basing on predictor variable workplace environment of ($r = .627$), gives an R Square of .393 and the adjusted R square of .388. This is an indication that workplace environment contributes to variations of organizational performance by about 38% basing on the target population which is Sheema District Local government. The remaining percentage of variation can be explained by other factors other than workplace environment. Therefore, the workplace environment variable is a predictor of organizational performance among local governments in western Uganda’s context. This generally means that variations in workplace environment has a positive relationship and hence an effect on organizational performance.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the discussion of the study findings, the conclusions and recommendations made for the areas that can be improved in further studies. The chapter is presented according to the study objectives preceded by the discussion based on the main findings as presented in Chapter Four above, the conclusions, recommendations and areas for further research.

5.1 Summary of the main findings

The main purpose of the study was to analyze the relationship between workplace environment and organizational performance in western Uganda taking a case of Sheema District Local Government. The study also was undertaken focusing on two major variables of workplace environment and organizational performance, the independent and dependent variables respectively. The study was guided by three specific objectives; to assess the effect of organizational structure on organizational performance, to evaluate the effect of organizational culture on organizational performance and to analyze the relationship between the physical environment and organizational performance. The study findings from the analyses conducted revealed that organizational structure and organizational culture affect organizational performance, while the physical work environment correlate to organizational performance.

5.2 Discussion of findings

The main purpose of the study was to analyze the relationship between workplace environment and organizational performance in western Uganda taking a case of Sheema District Local Government. The discussions of the findings are presented according to the specific study objective.

5.2.1 The effect of organizational structure on organizational performance

The Study sought to assess the effect organizational structure and organizational performance among local governments in western Uganda taking a case of Sheema district. Considering the descriptive statistics presented in Table: 8 that analyzed organizational structural factors like the organogram, supervision, delegation and reporting channels, the nature of findings revealed that these factors under organizational structure were part of the operations in Sheema district.

Further analysis in which a correlation was ran to test the relationship between organizational structure and organizational performance, a correlation coefficient of $r = .758^{**}$, $P \leq .01$ showed that there is a significant positive relationship between organizational structure and organizational performance in a local government context in western Uganda.

In addition, the qualitative findings also revealed that organizational structure affects organizational performance as the study got results after analysis like *“The organizational structure helps us in a way that the organogram defines position, it shows the chain of command and it facilitates reporting and eases communication be it down ward or upward communication.”*

These findings are not in isolation as a number of writers and scholars also present similar and related findings.

For instance, a study on telecommunication companies in Nigeria that focused on organizational structure and performance revealed that an organic structure has a favorable impact on employees' dedication to MTN Telecommunications, whereas mechanistic structure has a negative impact on the company's performance. Thus, the study came to the conclusion that an organization's structure has an impact on employee morale and job satisfaction in addition to efficiency and productivity (Chioma, et. al, 2023).

Furthermore, a study among selected technical and service firms in Nigeria, showed that task routine had both positive and negative effects on staff productivity, that decentralization improved better and more informed decision making in Nigerian technical and service firms, and that there was a strong positive correlation between organizational efficiency and a narrow span of control (Ogbo, et. al, 2015).

Contu, (2020), confirms that how well a company uses its informational, human, and financial resources to make a name for itself in the marketplace is measured by its organizational performance. Policies and procedures can be improved for organizations such as local governments by assessing employee performance. Performance evaluations show opportunities for improvement and offer insights into personnel skills. Organizations can maximize resource efficiency and accomplish their objectives by evaluating and improving performance

A study by Eze, et. al., (2017), focused on organizational structure in terms of whether it was centralized or decentralized. The study noted that when centralization fails to provide the necessary organizational performance, the study advises managers of organizations to redesign their organizations using decentralization as a component of organizational structure. Generally, the study was showing how organizational structure whether centralized or decentralized impacts on organizational performance.

Another study that was conducted by a master's student at the University of Barcelona Business School, whose objective was to determine the impact of a firm's organizational structure on its performance, measured through both financial and non-financial dimensions, revealed that there was a great association between the two variables (Siddiqui, 2022).

It however cannot go without mentioning that while District local governments have structures through which different tasks are performed, there are still many gaps where employees have

retired and no replacements have been effected. The main cause of Ugandan local governments' inability to hire staff is a two-year government-imposed hiring ban that came into force in April 2023 and is intended to perform a thorough payroll audit in order to address budget imbalances and ghost employees. Significant staffing shortages have resulted from this restriction, which has affected service delivery and made problems like poor performance, insufficient money for District Service Commissions, and worries about corruption in hiring practices that existed even before the ban worse.

All finding and discussions presented above confirm that there is a strong linkage between organizational structure and organizational performance by local governments in western Uganda and specifically from Sheema District basing not only on the study findings but also on what other researchers have established.

5.2.2 The effect of organizational culture on organizational performance

On the effect of organizational culture on organizational performance among local governments in western Uganda, this study sought to find out if culture impacted on organizational performance. The findings from the study area looking at the descriptive statistics depicted a picture that there are policies that depict a culture that is generally known by employees in local governments. In addition, from the correlation that was ran to test the relationship between the variables – organizational culture and organizational performance, it showed a positive and significant relationship of ($r = .425^*$, $p=.05$).

From qualitative analyses and findings, it was also noted and confirmed that local governments follow and maintain a culture that is provided by policies and guidelines mainly the public service standing orders, the local government Act, among others. The study in general therefore confirmed

from both quantitative and qualitative findings that the organization's culture directly impacts on its performance.

These findings on organizational culture and performance are not in isolation. There is wide research that confirms the findings of this study as can be discussed below.

For instance, a study by (Ghumie, et. al., 2023), on corporate culture and how it impacted on organizational performance showed that indeed culture influenced performance. The study's outcome evidenced a significant positive impact of culture on corporate performance; this effect was more significant for administrative employees than technical employees. This study offers some recommendations for the direction of future research, as well as criticism of its limitations. Further research shows that a strong corporate culture can help team members achieve goals by adhering to shared communication guidelines and discovering personal fulfillment in their work. In fact, an analysis of an organization's organizational citizenship can predict factors such as employee loyalty, work satisfaction, and the likelihood of a general organizational reform that improves quality (Chalmers, 2023). The report goes on to stress that managers can apply motivational strategies that affect employee behavior by using corporate culture as a framework. Businesses with strong organizational cultures are better able to improve performance through active member participation.

Research by AlShehhi, et. al., (2021) also is consistent with the findings of this study. The study investigated the relationship between organizational culture and the performance of organizations in the United Arab Emirates (UAE). Interviews with experts and questionnaires were conducted to prioritize certain identifiers and indicators of the relationship between organizational culture and performance in the context of the UAE. The results of the study showed a positive relationship

between organizational culture and performance, and this relationship is especially stronger with job satisfaction.

A study on the relationship between organizational culture and organizational performance in the context of public universities in Kenya was conducted by (Mise, 2008). In the study findings, the Pearson moment correlation indicated that there was a strong positive significant correlation between organizational culture and organizational performance ($r=.804$, $p<.05$). This is in agreement with the findings of this study which also shows a positive and significant relationship between organizational culture and performance. Research has shown that aligning organizational culture with strategic goals positively impacts performance in state corporations, with transformational leadership moderating this relationship (Kamuri, et. al, 2025). The study findings indicate a positive and significant relationship between aligning organizational culture and the performance of state corporations in Kenya. The F statistic for aligning organizational culture was statistically significant, implying that aligning organizational culture statistically influenced the performance of state corporations.

The performance of an organization is greatly impacted by its culture. Employee morale, output, and eventually financial success can all be increased by a strong, positive culture. Conversely, even with gifted people, performance can be hampered by a weak or unfavorable culture. The link is intricate and multidimensional, with organizational culture impacting employee behavior, creativity, and decision-making, among other areas (Er Rhaimini & Charaf, 2022).

As they have attempted to comprehend various people worldwide, many writers and anthropologists have long focused their attention on culture. But lately, they have discovered a connection between organizational culture, human behavior, and business performance (Warrick,

2017). Norms are a key factor in determining behavior, and they help shape organizational culture and hence performance.

This is a confirmation of the findings on organizational culture and how it impacts on organizational performance. The findings of this study are not redundant as they are supported by a number of scholars and their finding as have been shown in the discussion section above.

5.2.3 The relationship between the physical environment and organizational performance.

The other aspect this study analyzed was the relationship between the physical work environment and organizational performance by local governments in western Uganda taking evidence from Sheema district. The findings of the study indicate that truly there is a strong significant and positive relationship between these variables. This is indicated by a correlation coefficient of ($r = .699^{**}$, $p = .01$). Additionally, even the key informants through interviews acknowledged that the physical environment impacted on how well the local government employees performed their duties. For instance, the findings indicated that, the physical environment relates to all equipment employees were provided with to perform their duties and the office space where they operated from. Respondents indicated that they had computers and the offices were always clean. They added that they only had a challenge of sharing offices and sometimes they faced the inconvenience of sharing the offices and lacking privacy. It came out clearly that the physical work environment impacted on organizational performance the clean environment availability of equipment, tools and supplies did not only motivate workers but also facilitated them to perform their duties.

The findings in relation to objective three on the relationship between the work environment and organizational performance are not the first the kind. There are other scholars that support and actually validate these findings.

A hazardous or unhealthy work environment has a negative impact on productivity. The workplace is the place where workers perform their daily tasks. Employee productivity is enhanced and a sense of security is provided by a comfortable work environment (Shaari, et. al., 2022). A study by Chukwuma (2022) on a subset of small and medium-sized businesses in Nigeria found a statistically significant correlation between the ergonomics and physical environment of small-scale businesses' workplaces and their productivity.

A study by Linderberg, (2022), confirm that changes to the physical work environment in the ABW environment are more strongly correlated with the growth of organizational productivity, and changes to the social work environment are more strongly correlated with the growth of organizational well-being than changes to the other aspects of the work environment.

Further study findings indicate that job satisfaction and the physical work environment both significantly and favorably impacted employee productivity, and that job satisfaction did not operate as a mediating factor between the two (Atmaja & Puspitawati, 2018). The study's conclusion is that in order to increase worker productivity, managers need to focus on the physical workspace and job satisfaction. A key factor in raising employee productivity must be the physical environment, which includes things like air circulation, temperature, activity flexibility, noise levels, and cleanliness of the workspace. Having a comfortable workplace and a nice working environment can boost employee productivity (Atmaja & Puspitawati, 2018).

In addition, employee well-being, motivation, and productivity are all impacted by a favorable physical work environment, which has a major impact on organizational performance. Ergonomic design, temperature, lighting, and noise levels are some of the elements that make a workspace comfortable and productive, which increases job satisfaction and lowers mistakes. On the other

hand, a physical space that is uncomfortable or badly constructed can lower employee morale, raise absenteeism, and impair corporate effectiveness as a whole (Lemma, et. al., 2022).

Studies also indicate challenges around the work environment and how they impact on employee and organizational performance. Problems with the physical workspace can have a big effect on workers' productivity and well-being. These difficulties include ergonomic problems, a lack of privacy, and an inadequate workstation, in addition to unfavorable physical conditions including dim lighting, temperature extremes, noise, and inadequate ventilation. Physical dangers such as inappropriate tools or dangerous substances can also be harmful (Birje, 2024) & (Pavlista, et. al., 2024).

While a number of studies highlighted confirm that the physical environment has a relationship with the organizational performance, they also indicate that a positive work environment impacts positive organizational performance and that the reverse is true (Lemma, et. al. 2022). These findings are consistent to the findings of this study because while quantitative findings indicated a positive and significant relationship between the two variables, the qualitative findings from key informant interviews highlighted on challenges in relation to the physical work environment ranging from inadequate equipment and supplies to limited physical work space.

5.3 Conclusions

Basing on the study findings and relationships between the study variables the following study conclusions have been made.

5.3.1 The effect of organizational structure on organizational performance

From the findings and discussions, it is concluded that how the organizations is structured and arranged, impacts on organizational performance. If the organization is not arranged in consistence with operations and process, the performance will be negatively affected and the reverse is true.

This conclusion is based on the nature of descriptive statistics and a positive relationship between organizational structure and organizational performance that showed results, ($r = .758^{**}$, $P \leq .01$).

5.3.2 The effect of organizational culture on organizational performance

From the findings that indicated a correlation coefficient of $r = .425^{*}$, $P > .005$, there is a significant positive relationship between organizational environment and organizational performance in local governments in western Uganda. If organizational culture in terms of the communication, the policies, beliefs and values are appropriately adhered to, employees will discharge their duties there by positively cause improved productivity. Similar, if the organizational culture is is not adhered to like following the public service standing orders as provided by the ministry, organizational performance is negatively impacted on.

5.3.3 The relationship between the physical environment and organizational performance

In view of the correlation from the empirical findings in chapter four and the discussions presented above, in relation to study object three, the study concludes that there is a positive and significant relationship between the work physical environment and organizational performance among local governments in western Uganda ($r = .111$, $P \leq .01$). This conclusion is made because it was validated by qualitative findings and findings of other studies that a physical environment is key in influencing individual employee performance and thereby impacting on the general organizational performance.

5.4 Recommendations

In relation with the analyses, findings, and the study conclusions as presented above, the study makes the following recommendations according to the study objectives.

5.4.1 The effect of organizational structure on organizational performance

The study recommends that local governments should always base the organizational structures on policy and also ensure appropriate budgeting for human resource needs in addition to lobbying central government to provide enough human resources to fill man power gaps for appropriate functioning of their local governments.

5.4.2 The effect of organizational culture on organizational performance

This study recommended that the organizational culture should not only be limited to the national policies but the culture practices of a given local government can be made in form of local policies and regularly communicated to the stakeholders. Because the study found out that culture impacts on service delivery even the community needs to know the culture of a local government that serves them. By doing that, local governments will have very well established cultures that will help them serve the public well.

5.4.3 The relationship between the physical environment and organizational performance

The study also recommends that local governments try to budget for infrastructure development in terms of constructing buildings in order to provide enough office space to avoid officers sharing offices.

It is also recommended that districts budget for construction and infrastructural development to avoid occupying very old structures that are a danger to the occupants and are a cost to government in terms of maintenance affecting resources which would be for service delivery.

Another recommendation is that local governments should always plan well to ensure that office equipment is provided in time. Mainly computers, motor vehicles to facilitate employees discharge their duties with ease.

5.5 Areas for further research

This study mainly focused on analyzing the relationship between workplace environment and organizational performance among local governments in western Uganda taking a case of Sheema District Local Government. Work environment was understood to mean and include organizational structure, organizational culture and the physical environment. Data was collected from Sheema District Local Government. There are issues that were not under the scope of this study but actually emerged as the study unfolded, and they can be covered in other studies as proposed below;

- Local government funding and organizational performance in Uganda
- Infrastructural Budgeting and the quality of service delivery by local governments in Uganda
- The external environmental factors and organizational performance, a focus on local governments in Uganda
- The physical work conditions as an impact on performance by local governments in Uganda.

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APPENDICES

APPENDIX I: QUESTIONNAIRE TOOL

BISHOP STUART UNIVERSITY FACULTY OF BUSINESS ECONOMICS AND GOVERNANCE

**Dear
Respondent,**

I am a student of Bishop Stuart University Pursuing a Master of Office Management and Administrative Science (MOMAS)

I would like to take this opportunity to inform you that you have been selected to take part in an academic study titled “Work place environment and organizational performance in Uganda; a case of Sheema district local government.” The study is purely academic and under no circumstances will the information provided here be used for any other purpose except with your consent. The information provided will also be treated with high degree of confidentiality. You are also requested not to write your name on this questionnaire for purposes of confidentiality. I therefore request you to freely answer the questions hereunder according to the best of your knowledge.

Thank you very much.

**AKANKUNDA ENID
23/BSU/MOMAS/3087**

Section A; Demographic Profile

In this section, you are requested to answer questions regarding your personal details

A1: Gender ☐ Male ☐ Female

A2: Age ☐ Below 25 ☐ 26 – 35 ☐ 36 – 45 ☐ 46 -55

☐ 56 and above

A3: Years in service ☐ 1-5 ☐ 6-10 ☐ 11-15 ☐ 16-20 ☐ Above 20

A 4: Department ☐ Administration ☐ Finance ☐ Health

☐ Education ☐ Others (Specify).....

A5: Highest level of education ☐ O’Level ☐ A’Level ☐ Diploma

☐ Bachelors ☐ Post Graduate and above

The following sections are seeking your opinion regarding workplace environment including organizational structure, Organizational culture, and physical environment, and how they relate to organizational performance in Sheema District Local government. You are requested to indicate the extent to which agree or disagree with each statement using the 5-point Likert scale (1 = Strongly Disagreed; 2 = Disagree; 3 = Neutral; 4 Agree and 5 = Strongly Agree) response framework. Please select one per line to indicate the extent to which you agree or disagree with the statements indicated below.

Section B: Organizational Structure

	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
OS1	There is a defined organogram of the district					
OS2	I know whom I report to					
OS3	The structure defines staff that report to me					
OS4	I get instructions from one supervisor					
OS5	The structure is guided by a policy					
OS6	Our organizational structure is regularly reviewed					
OS7	The structure supports my duty performance					
OS8	The organizational structure clearly defines my duties					
OS9	My supervisor clearly delegates duties to me					
OS10	The organizational structure eases staff supervision					

Section C: Organizational Culture

	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
OC1	There are clear communication channels at the Place of work					
OC2	We are trained on the best practices of work					
OC3	It is our culture to follow policy as we do work					
OC4	I participate in policy development					
OC5	There is constant policy review for work improvement					
OC6	We receive timely communications regarding work issues					
OC7	We have clear work teams					
OC8	Work is discharged through different teams					
OC9	Assignment of duties is communicated following policy guidelines					
OC10	There is an open door policy at work					

Section D: Physical Environment

	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
PE1	I have an office where I sit					
PE2	My work environment is always clean					
PE3	We do not share offices at my place of work					
PE4	The arrangement of office equipment allows smooth flow of work.					
PE5	I have an office computer					
PE6	I have enough furniture in my office					
PE7	I receive timely office supplies in time					
PE8	My office is well ventilated					
PE9	I have internet access at my place of work					
PE10	There is enough security at the place of work					

Section E: Organizational Performance

	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
OP1	Our district is one of the best performing in Uganda					
OP2	We get positive feedback from the community					
OP3	We now offer timely services to the people					
OP4	People appreciate the quality of services we offer					
OP5	There is limited resource wastage					
OP6	People at work enjoy what they do					
OP7	The district is steadily developing					
OP8	There is equitable service delivery across all sectors					
OP9	Budget performance has improved over the last five years					
OP10	Resource utilization has improved across departments					

END

APPENDIX II: INTERVIEW GUIDE FOR POLITICAL LEADERS

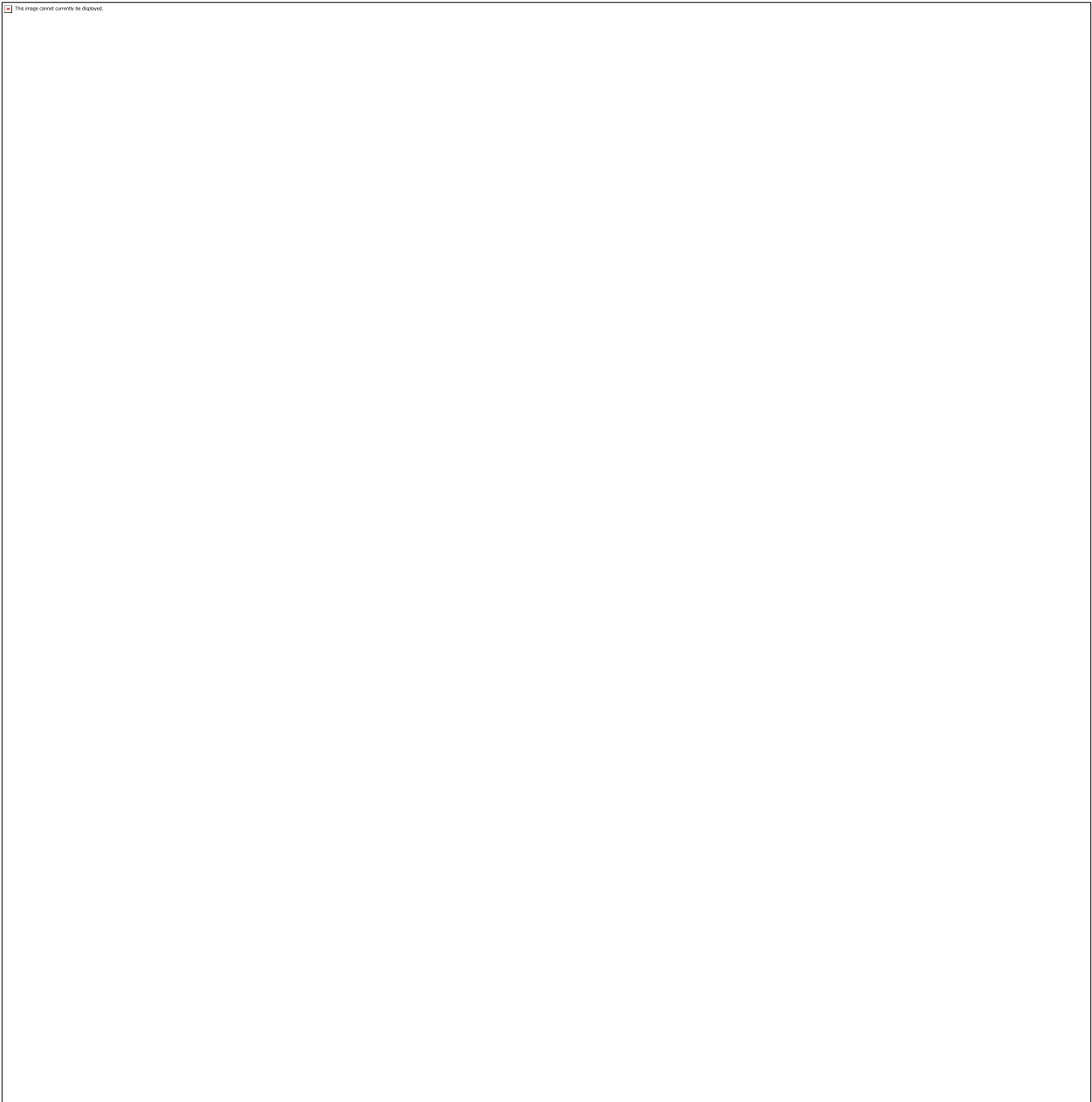
BISHOP STUART UNIVERSITY

FACULTY OF BUSINESS ECONOMICS AND GOVERNANCE

Questions

- i. How does the district organizational structure help in performance at Sheema district?
- ii. How does the district supervisors delegate duties?
- iii. Share your understanding of the communication policy of Sheema District
- iv. How does the physical work environment support you to perform your duties?
- v. Comment on the effectiveness of service delivery in your local government
- vi. What work place environmental affect organizational performance in Sheema District
- vii. In your opinion, how can Sheema District improve performance

APPENDIX III: SAMPLE SIZE DETERMINATION TABLE

The table content is not visible as the image failed to display. The table is intended to provide sample size determination data.

APPENDIX IV: BSU-REC APPROVAL LETTER

APPENDIX V: INTRODUCTORY LETTER

APPENDIX VI: ACCEPTANCE LETTER