

Relationship between the physical environment and organizational performance. A case of the Sheema district local government. A cross-sectional study.

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Page | 1

ABSTRACT

Background

Hygiene factors encompass aspects such as work environment, salary, and business regulations. This study aims to examine the relationship between the physical environment and organizational performance.

Methodology

A cross-sectional study employing 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. Quantitative data analysis was done using SPSS, and qualitative data was analyzed through the thematic analysis procedures.

Results

32.7% had worked for 16 to 20 years. Most of the respondents were from the administration (48%). Respondents were asked whether they had an office where they sat, and 96.9% agreed. When asked whether the work environment was always clean, 89.8% agreed. On whether they did not share offices at the workplace, 89.8% agreed. When asked whether the arrangement of office equipment allowed smooth workflow, 90.8% agreed. On whether they had an office computer, 70.4% 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 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, and 61.2% of the respondents agreed. There is a significant positive relationship between the physical environment and organizational performance among local governments in western Uganda, explained by the r coefficient ($r = .699, P \leq .01$).

Conclusions

There is a positive and significant relationship between the work physical environment and organizational performance among local governments in western Uganda ($r = .111, P \leq .01$).

Recommendations.

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.

Keywords: Relationship, Physical environment, Organizational performance,

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Background

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 encompass aspects such as 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. Before 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). 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 hurts productivity (Shaari, et. al., 2022). 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. Employees might be impacted by their workplace. Workplace amenities affect employees' productivity and performance. The six physical elements of the work environment—furniture and equipment design, temperature, sanitation, lighting, and noise (Al Amin & Chakraborty, 2022). Physical work environment, including working office space and office equipment, will motivate individuals and enhance service delivery. Similarly, where employees lack equipment like computers, working desks, or personal protective equipment where necessary, their performance will be compromised, and in turn, the performance of the organization in general will be negatively affected (Schilleci, 2023).

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 (Chukwuma, 2022). A statistically significant positive association was found between workplace social contact and productivity, where social contact depends on how the workplace was arranged and organized. Studies have shown that 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 is fostered among the workforce (Adebayo, 2023). The study aims to assess the relationship between the physical environment and organizational performance.

METHODOLOGY

Research design

This study employed a cross-sectional research design justified by the fact that the study data were 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.

Study Area

This study was conducted in Sheema district. The District was organized into five levels: villages, parishes, counties/municipalities, 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).

Study population

This study utilized employees of Sheema District Local Government who are responsible for service delivery, and organizational performance was measured. All employees/technical staff of the district formed the study population, but the political leaders were also interviewed to verify responses from the technical staff. According to the 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, and 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.

Sample size determination

The study used a population of 153, and based on Krejcie and Morgan's 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 the 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

Sampling

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

Simple random sampling

Simple random sampling is a scientific sampling technique that was used. Random samples were selected from the study area using the rotary method. This sampling technique was applied to the Sheema District Local Government technical staff.

Purposive sampling

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, which is organizational performance.

Data Collection Techniques

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

Questionnaire survey

A self-administered questionnaire was created for this approach in order to gather primary data from study participants. 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. Data from

scientifically chosen respondents—the personnel of the Sheema District Local Government—was gathered using the questionnaire survey method.

Interview method

This method was 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.

Data collection instruments

The study employed a questionnaire and an interview guide to collect data.

Questionnaire

Primary data was gathered by self-administered, structured questionnaires, in which a series of preset questions was created to gather information from randomly chosen study participants. 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.

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.

Data Quality Control Validity

Following the creation of data collection instruments, three (3) research specialists were consulted 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 86.6% and since it was above 70% the study adopted and used the instruments as guided by Amin (2005) and as indicated in Table 2.

Table 2: Validity Test Results

Rater	Items rated relevant	Total number of items	CVI
1	33	45	0.733
2	43	45	0.955
3	41	45	0.911
	117	135	2.60

Source: Research experts' information 2025

$$\text{Average CVI} = \frac{2.60}{3} = 0.866$$

Reliability

The Cronbach's 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 were entered into SPSS and analyzed to calculate Cronbach'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 suggested by Amin 2005) and Schnell (2020).

descriptive and inferential statistics and offering a greater selection of graphs and charts. To produce interpretations and conclusions about the study population, the analyses were made using both descriptive and inferential statistics.

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 from the Sheema district so that respondents could freely and officially take part in the study.

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

Analysis of data

Both quantitative and qualitative analyses of the data were conducted.

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,

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

which showed how best and optimally resources were utilized. The variable dimensions were measured and rated on a 5-point Likert scale from 5 to 1 – strongly agree to strongly disagree, respectively, as explained by IvyPanda (2020, July 6).

Ethical Considerations

The study proposal was submitted to BSU REC (BSU-REC-2025-558) for clearance before the study data were 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 reason.

RESULTS

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 with the key informants. Overall, the results indicated a response rate of 89.6%.

Socio-Demographic Characteristics of the Respondents

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.

Respondents' age categories

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

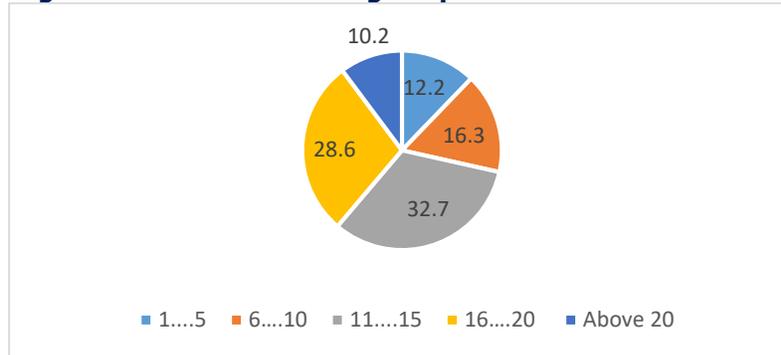
Source: Field data, 2025

Table 5 shows that the 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 between 26 and 45 years old. This

situation means that local governments employ young and energetic people who still have the zeal to serve, hence ensuring success in service delivery.

Respondents' years in service

Figure 1: Pie Chart showing Respondents' Years in Service



Source: Field data, 2025

Figure 1, results indicate that most staff had worked for a period between 11 and 20 years, where 28.6% had worked for 6 to 10 years, 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.

Respondents' Department

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

Table 6 on respondents' departments indicates 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 Resources unit.

Respondents' Level of Education

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

Showing respondents' education levels, the majority of the respondents were found to have Bachelor's degrees (67.3%), followed by those with postgraduate qualifications (14%). This means that the local government employs

people with qualifications to have the capacity to interpret the data collection tool and could easily understand the work environment conditions and how they impact performance.

Empirical findings

Relationship between the physical environment and organizational performance.

Table 8: 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 a 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

Respondents were asked whether they had an office where they sat, and 96.9% agreed. 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 workflow, 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 agreed. They were also asked whether their offices were well ventilated, and 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 whether there was enough security at the place of work, 74.5% of the respondents agreed.

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

Respondent "E" indicated that,
"For me, the physical environment relates to all the 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, except that we share offices, and sometimes we face the inconvenience of sharing the office. As you know, even in the office, there is a 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 replacing furniture and computers. I have been using this old computer for so many years, and every time I request a 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 from different buildings. Some departments are in the old traditional buildings that were inherited by the district, and 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 and an organized office so that it is attractive to the visitors. ...it is one thing to be given a workplace, but it is another to keep it clean and tidy."

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.

Organizational performance

Table 9: 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 to measure and predict. Respondents were given 10 statements on organizational performance to evaluate, and their responses are presented in Table 11, 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, and 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 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 with key informants to assess the performance of Sheema District. The interview focused on the effectiveness of service delivery, finding out how the 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 to people’s needs and ensuring that budgeting is appropriate in line with the people’s needs.

Respondent “A” noted;

“Workplace environment directly impacts how we perform. I will give an example: if the places of convenience were not clean, people would get inconvenienced staying here when they know that the issue will disorganize them.”

Respondent “B” added,

“...performance of the local government does not just come like that; there are several factors that help us achieve all we can 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 what we can achieve. If the environment is not good, the results are negatively affected.”

Respondent “C” indicates 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 a negative attitude towards work, and some do not respect supervisors.”

Respondent “D” noted,

“...all factors under the work environment cannot be highlighted in this discussion, but of course, the 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.

Correlation analysis

Table 10: Correlation Matrix

Variables	1	2	3	4
Physical Environment	.412**	.212**	1	
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

The relationship between the physical environment and organizational performance

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 workplace directly corresponds to and impacts the general organizational performance in the context of local governments in western Uganda.

Regression analysis

Table 11: 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

The correlation coefficient based on the predictor variable workplace environment ($r = .627$), gives an R Square of .393 and the adjusted R square of .388. This is an indication that the workplace environment contributes to variations of organizational performance by about 38% based on the target population, which is the Sheema District Local Government. The remaining percentage of variation can be explained by other factors other than the 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 the workplace environment have a positive relationship and hence an effect on organizational performance.

Discussion

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 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 how well the local government employees performed their duties. For instance, the findings indicated that the physical environment relates to all the 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 a lack of privacy. It came out clearly that the physical work environment impacted organizational performance. The availability of a clean environment, equipment, tools, and supplies not only motivates workers but also enables 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 of their kind. Other scholars support and actually validate these findings.

A hazardous or unhealthy work environment hurts 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) confirms 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.

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 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 several studies have confirmed that the physical environment has a relationship with 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 with 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 challenges in relation to the physical work

environment, ranging from inadequate equipment and supplies to limited physical work space.

Conclusions

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.

Recommendations

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 the government in terms of maintenance, affecting resources that 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 and motor vehicles to facilitate employees in discharging their duties with ease.

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List of acronyms

SPSS – Statistical Package for Social Sciences
CVI – Content Validity Index
REC – Research Ethics Committee
BSU – Bishop Stuart University

Source of funding

The study was not funded

Conflict of interest

The author did not declare any conflict of interest

Data availability

Data is available upon request

Author contribution

Enid Akankunda collected data and drafted the manuscript of the study

Dr. Anthony Mpairwe (Phd) supervised the study

Dr. Robert Turyamureba (Post. Doc) supervised the study

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