

**EFFECTS OF POOR OFFICE ENVIRONMENT ON THE MOTIVATION OF
WORKERS IN AN ORGANISATION IN UGANDA: A CASE STUDY OF
MINISTRY OF PUBLIC SERVICE IN UGANDA**

BY

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES
AND SOCIAL SCIENCES OF IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF BACHELORS
DEGREE IN PUBLIC ADMINISTRATION OF
KAMPALA INTERNATIONAL
UNIVERSITY**

SEPTEMBER, 2015

DECLARATION

I Nayebare Colleb hereby declared to the best of my knowledge that the work in this research report has never been submitted elsewhere for the award of any degree.

Signed by Nayebare Colleb

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Date: 08/05/2015

APPROVAL

This is to certify that this research report has been carried out under my supervision as a University supervisor.

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DEDICATION

This work is dedicated to my father **Mr. Kabuunu Yokana** and my mother **Mrs. Katushabe Aidah**, my sisters and brothers especially **Naume, Jonah, Abel and Enock** for the moral and financial assistance offered me during my studies. Thank you so much. May God bless you.

ACKNOWLEDGEMENT

First, I would like to thank all KIU lecturers who contributed in some ways to the success of this effort. More especially, I want to recognize my supervisor, Dr. Oluca Benjamin Bella, for his honest supervision on this project and his continuing encouragement up to the successful end of this research. He provided invaluable assistance in several reading of the entire text carefully to identify possible errors or omissions before giving corrections.

Finally, I wish to acknowledge the loving support of my Colleagues. I appreciate and cherish your comradeship and forbearance!

ABSTRACT

The purpose of the study investigated the effects of poor office environment on the motivation of workers in the ministry of public service in Uganda. The study was guided by three specific objectives and these included; to find the effect of office environment in the productivity of workers, to determine the effect of motivation on the performance of workers and to establish the relationship between poor office environment and motivation of employees.

The study reviewed literature related to the study. The study employed both qualitative and quantitative procedures of data collection and analysis. Quantitative methods provided data for statistical purposes while qualitative methods provided data in detail through critical analysis of the information provided by the respondents among other sources.

A sample size of 70 respondents was used in the study. In data gathering, the study employed in-depth interview guide and research questionnaires.

From the findings, it was observed that 57% of the respondents strongly agreed that the ministry respects privacy among employees. 29% agreed while none of the respondents disagreed and not sure to the statement that the ministry respects privacy among employees. majority of the respondents 57% agreed to the statement that there is enough lighting in office, 29% strongly agreed, 57% agreed, while 14% disagreed to the statement that there is enough lighting in office. This therefore means that there is enough lighting in office.

There is a strong negative relationship between poor office environment and motivation of employee motivation at regression (r) = -0.702 and at level of significance 0.05, this implied that the higher the poor office environment the lower the motivation of employees.

The study recommended that regular meetings should be conducted to ensure good communication between employees and management hence addressing the problem of poor office environment. The ministry is advised to set up a well ventilated offices, this will also help to reduce on discomfort among employees and this will increase employee productivity.

Also ministry is advised to make regular office checkups in relation to employee productivity.

From the analysis of the data gathered the study concluded that, the major problems facing employee's especially junior staff is that, there are no air conditioners, the researcher therefore recommends that ministry of public service should provide them with well spaced offices with enough sunlight .

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter dealt with the background of the study, the statement of the problem, study objectives, scope of the study, research questions and significance of the study.

1.1 Background of the study

The efficiency of office employees is directly or indirectly affected by the conditions under which they are required to do their work which affect the performances of workers and the achievement of organizational objectives for this purpose, this study will focus its attention on the effects of poor office environment on the motivation of workers in an organization.

Egbeet'al (2009) defined Office as a place where clerical activities take place to put it succinctly, the office is a service delivery unit of an organization; such services may include clerical secretarial, accounting and research duties. These are vital services that complement or facilitate the work of the executives in an organisation. Office reflects the company's wealth, its value and its attitudes, for visitors and workers it is the company's handful image and it provides the stage on which the more static element of the company perform for their customers, staff and community.

Above all, office is designed to stimulate environments that encourage creativity. Therefore, one cannot define an office without the knowledge of its environment. An office environment is a business community where socio-economic or business activities are performed with a view to achieve organizational goals. It should be known that every business system lies within an environment in enhancing work motivation and job satisfaction is necessary in every organization. Consequently management should look into work motivation and conducive environment as antidote for enhancing productivity and influences the amount of work interest and happiness of workers. The office environment consists of office building, furniture and layout, lighting, air condition, ventilation, colour conditioning or decoration, sound condition

physical conditioning in which workers operate under a safety measures and so on. Bwire, (2005).

1.2 Problem Statement

The work place environment in a majority of the ministry of public service is unsafe and unhealthy. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in ministry of public service are prone to occupational disease and it impacts on employee's performance. The office environment looks very use stimulating to the eyes, the workers or employees have a negative attitude towards their jobs that is inadequate responsibility, high rate of absenteeism and discipline, Also, the flow of communication between workers and management is inadequate. Thus productivity is decreased due to the workplace environment. So it is difficult to provide facilities to increase their performance level. Therefore, the researcher was interested in finding out the effects of poor office environment on the motivation of employees in the ministry of public service in Uganda.

1.3 Purpose of the study

The purpose of the study was to investigate the effects of poor office environment on the motivation of workers in the ministry of public service in Uganda.

1.4 Objectives of the study

1.4.1 General objective

The study investigated the effects of poor office environment on the motivation of workers in the Ministry of Public Service in Uganda

1.5 Specific objectives

- (i) To find the effect of office environment in the productivity of workers
- (ii) To determine the effect of motivation on the performance of workers
- (iii) To establish the relationship between poor office environment and motivation of employees

1.6 Research questions

- 1) What is the effect of office environment in the productivity of workers?
- 2) What is the effect of motivation on the performance of workers?
- 3) What is the relationship between poor office environment and motivation of employees?

1.7. Scope of the study

1.7.1. Geographical scope

The study was conducted at the office of public service, Uganda since the head office was nearly accessible in case of urgent information was needed and the pivot for all information relating to poor office environment and motivation of employees.

1.7.2. Content scope

The study endeavored to cover poor office environment as the independent variable and motivation of employees as a dependent variable. The study investigated whether poor office environment of employees affect their morale to perform in the ministry of public service.

1.7.3. Time scope

The researcher considered records relating to poor office environment and motivation of employees of public service from the periods of 2012 and 2015 mainly because this is the time when ministry of public service main branch has been experiencing the problem of poor office environment and motivation of employees. The study covered a period of four months starting from May to September 2015

1.8 Significance of the study

The significance of this study will be:

Highlight the effect of a poor working environment on the motivation of workers with a view of identifying specific area of deficiency's to be modified in order to meet the requirement of the modern day office. The research might of great importance to me as a researcher because I hope to acquire research skills which I can apply to conduct research in other subjects. Skills like developing questionnaires, interacting with new people and get the necessary information and analyzing data. The research will help the ministry of public service to discover the effect of poor office environment on motivation of employees in an organisation. This may help them come up with better motivation techniques which may result into improved employee and organizational performance. The study findings will benefit the future researchers who carry out research about the same topic of poor office environment and motivation of employees and will

learn more about motivation practices, factors affecting employee performance, the relationship between poor office environment and motivation of employees among others.

1.8 Definition of Terms

Motivation: This means an incentive, which encourages workers to be more devoted to their job.

Moral: This means the moral conditions of workers regarding discipline and confidence.

Job Satisfaction: This means the pleasurable emotional by the state which as a result of the appraisal of one's job.

Welfare Benefits: This means the satisfactory state of motivation and maintaining workers by guiding them, allowance that will keep them in good health condition.

Incentives: These are wages & salaries.

Performance: This means the execution of carrying out notable work.

Impact: This means wages and salaries objects where studying against another.

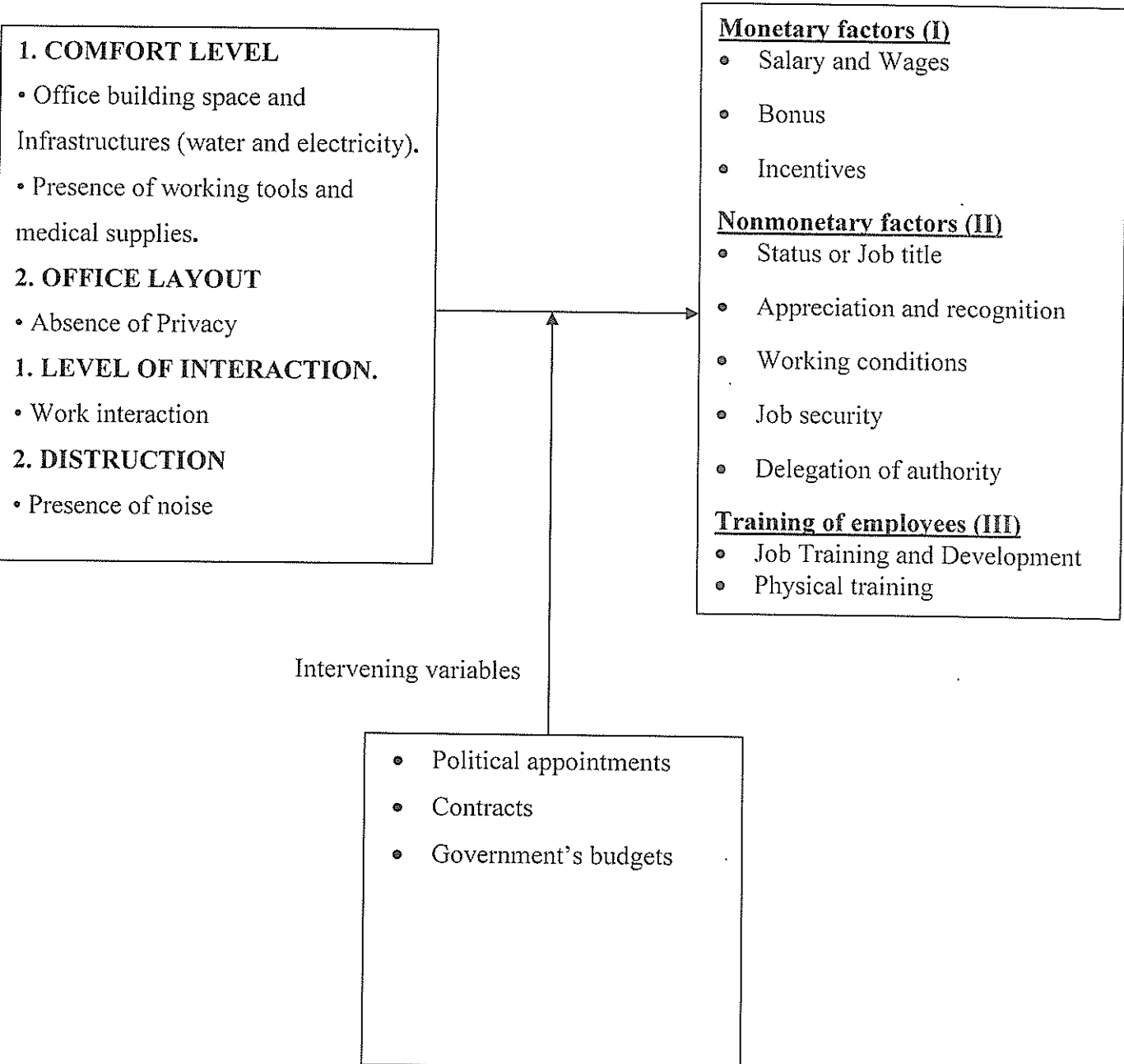
1.8 Conceptual framework

Independent Variable

Poor office environment

Dependent Variable

Motivation of Workers



Source: Modified by the researcher

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

This chapter dealt with literature relevant to the study, it explained the various views and works on organizational growth and development. The sources of literature included the primary data, secondary data and published data, among others.

2.1 Theories of motivation

A closer look at the theories of motivation will help us understand monetary incentives as a motivator and thus its relationship to the employee performance.

2.1.1 Abraham Maslow's Hierarchy of Needs

Maslow (1943) was the first to use people's needs in motivation theory. He worked with individuals having neurotic ailments and assessed their hierarchy of needs in 1943. Maslow's theory on motivation has attracted management theorists. The hierarchies of needs according to Maslow are the following: Physiological needs, Safety needs, Love needs, Esteem needs and Self-Actualization Needs. These needs are arranged from the lower needs to the higher needs.

Five needs rank in a hierarchical order from lowest to highest: physiological, safety, belonging, esteem, and self-actualization. An individual moves up the hierarchy, when a need is substantially realized. The relevance of Maslow's Theory for Manager's; behavioural Scientists who have attempted to test Maslow's Theory in real life claim it has some deficiencies. Even Maslow's hierarchical arrangement has been questioned. Practical evidence points toward a two level rather than a five-level hierarchy (Armstrong, (2010)

2.1.2 Douglas McGregor: Theory X/Theory Y

McGregor's theory, which is built on Maslow's theory, adds a central idea: those managers' assumptions about their employees can affect their motivation. This theory proposes two alternative and extreme views to see the human being: Theory X and Theory Y. According to Theory X the employee is viewed as mainly negative, lazy, resist change and unable to motivate. This produces a controlled environment with strict rules, threats and punishments. Employees in an organization like this tends to perform less effectively, give low productivity, produces aggressions and conflicts (Cole, 2004). Theory Y on the other hand strives to maximize the employee's individual goals and efforts by giving workers greater job involvement and autonomy. This means that employees are given the possibility to grow and achieve their own

goals within the organization. Employees are viewed as positive and open to development. Management's goal is to make the employee happy and satisfied with their work and performance. Taken not too literally the theory can provide a useful tool for motivation and management research. In addition, these theories remain as a guiding principle of positive approaches for management, to organizational development and to improve organizational culture.

2.1.3 Maslow's Needs Theory

According to Chhabra (2010), Maslow 1943 views human motivation as "a hierarchy of five needs, ranging from the most basic physiological needs to the highest needs for self-actualization". According (Fowler, (2001), Psychological needs include the wide range of basic needs that every human body required in order to stay alive and function normally. Example would include the need for food, air, water and sleep. Safety needs incorporate needs that provide for the security of the individuals in their normal environment. These include safety and security, freedom from pain or threat of physical attack, protection from danger, the need for predictability and orderliness. Love (social) needs, from this category individual would look to draw on social support necessary to life, friendship, a sense of belonging, affection, giving and receiving love.

2.1.4 McClelland's Needs Theory

McClelland (1975) identifies three needs that motivate managers and agrees with Maslow (1943) that needs motives are part of the personality, which he believes are triggered off by environmental factors. He further identifies these most important needs as; The need for achievement is the desire to do something better or more efficiently than it has been done before to achieve. Some people are strongly motivated by the need for achievement. They are likely to be happiest working in an environment in which they can create something new which will give them a competitive success measure against a personal standard of excellence. The need for affiliation is the need to be liked to establish or maintain a friendly relation with others. Some people are strongly motivated by the need for affiliation.

2.1.5 Equity Theory

Equity theory concerns with the perceptions people have about how they are being treated as compared with others. To be dealt with equitably is to be treated fairly in comparison with

another group of people or a relevant other person. Equity involves feelings and perceptions and is always a comparative process. It is not synonymous with equality, which means treating everyone the same, since this would be inequitable if they deserve to be treated differently.

The strength of the motivation varies directly with the amount of inequality. As suggested by Adams (1965), there are two forms of equity: distributive equity, which concerns with how people feel they are rewarded in accordance with their conditions and in comparison with others; and procedural equity, which also concerns with the perceptions of employees have about fairness with which company procedures in such areas as performance appraisal, promotion and discipline are being operated.

2.2 Forms of employee motivation

Many different scholars have agreed and disagreed on the ways employees should be motivated. Some of them assert that in order to motivate an individual, a financial benefit has to be foregone by the motivator whereas others believe that money is not a true motivator hence both financial and no financial incentives are considered in the discussion below;

2.2.1 Wages and Salaries

Steers, Richard et al (2009) notes that, though monetary methods of motivation have little value, many firms still use money as a major incentive. She adds that wages are normally paid per hour worked and workers receive money at the end of the week and overtime paid for any additional hours worked for whereas salaries are based on a year's work and are paid at the end of each month.

2.2.2 Performance related pay

This is paid to those employees who meet certain targets. The targets are often evaluated and reviewed in regular appraisals with managers. According to Perry, et'al (2008), this system is increasingly being used by organizations worldwide because it reduces the amount of time spent on industrial relations and he therefore recommends its use. However, McGregor, (1960) discourages the use of this practice of motivation. He asserts that it can be very difficult to measure employee performance more especially those in the service industry and that the practice does not promote teamwork.

2.2.3 Training opportunities

Perry, et al (2008), asserts that an individual will be motivated to do something if they have the mental ability and skills to accomplish it. He writes that when employees are trained, they get the knowledge of how to deconstruct tasks and challenges and thereby feel less intimidated by their jobs/tasks. Herzberg, (2013), agreed to Hammers assertion. He adds that training makes the employee earn confidence to do a job thereby improving their attitude hence motivation.

2.2.4 Job rotation

Taylor, (2010). revealed that when an employee does one kind of job week-in week-out, they will always get de-motivated to carry on with their work more especially when the work is not very challenging. She suggested that employees need to be rotated around the organization to meet new challenging tasks in order to keep their minds busy and feel like they are doing something for the organization. However, Nelson, (2009), disagreed with these revelations. He asserts that job rotation does not actually lead to motivation of the employee; it just helps the employees not to get bored with their work. In other words it helps the employers to maintain a certain level of motivation in employees.

2.3 Effects of poor environment in the productivity of workers

2.3.1 Office Furniture

Administrative office managers should be knowledgeable about office furniture. The result of selecting improper office furniture may be carry out for a long time, as it is often difficult discarding the pre-owned furniture, which is commonly purchased rather than leased or rented.

Another issue, which is important to consider in enhancing employee productivity, is by selecting and using proper furniture and equipment, the important physical factors in the office (Bwire 2005).).Selecting appropriate office furniture is an important consideration in which office managers need to pay more attention to make sure that the ergonomic environment is properly maintained. While ergonomic environment is important in increasing employee productivity, adjustable office furniture, such as desks and chairs, which can support employees in generating their work is recommended, to allow the work comfortably throughout the day

2.3.2 Temperature

According to Derryer & Arona, (2011), today most office buildings are designed with air conditioning systems, so the temperature level in one room can remain constant all the time. However, certain factors should come into thought in establishing proper temperature level; for

instance obese workers will work best with lower temperature levels, whereas the reverse is true for thin workers. The air quality contains four factors that are: temperature, humidity, ventilation, and cleanliness. A comfortable office environment is a building or room in which workers can generate their work properly as it clean, with proper range of temperature, enough ventilation, and a sufficient humidity.

2.3.3 Physical factors

According to Esemé, (2010), physical factors in the workplace such as poor layout or overcrowding can lead to common types of accident such as tripping or striking against objects.

Among the factors affecting health workers performance, Physical factors like office building space have also been strongly associated with workers performance in the private sector office employees. These environmental factors like office layout, level of interaction and the comfort level of office have had a significant effect on workers performance in ministry of public service.

2.4 Workplace Environment and motivation of employees

2.4.1 Workplace incentives

According to Maicibi,(2003),the organization determines what motivates its employees and sets up formal and informal structures for rewarding employees behaving in the way required. Studies in some Sub-Saharan countries show that the overall performance of professional nurses is poor not only due to working environment factors but also due to lack of human resource management aspect such as recognition of employee who performs well, poor working condition, absence of performance appraisal system and poor feedback on performance outcome. Also a study from Malaysia report that significant changes in promotions, compensation and benefits helps in keeping employees satisfied and in turn increases production.

2.4.2 Comfort level

According to Staw, et'al (2011).Comfort level factors such as temperature, lighting, presence of privacy and ventilation can have a direct impact on employees' health; for example very high temperatures can lead to heat stress and heat exhaustion as a result poor performance. A study conducted in Malaysia report that the brightness of office light effects alertness, concentration, and task performance. Adjusting the type and quality of light can significantly improve working experience and performance.

2.4.3 Supervisor support

This is crucial for employees to complete the job. Supervisors' interpersonal role is important to encourage positive relations and increase self-confidence of the employee and in return improve employee performance. Skilled and respected people are available to employees to help them to perform better in their current role and to assist them develop further into a future role. Immediate supervisors act as advocates for employees, gathering and distributing the resources needed by the employees for them to be able to do a good job and providing positive encouragement for a job well done. A study conducted by Namuba report that supportive supervision is very crucial for the employee to perform better in his or her tasks. (McGregor, 1960).

2.4.4 Job aids

According to McGregor, (1960), health workers need to be supplied with job aids so that their work is to be made easier and help minimize error rates and patients dissatisfaction. These can include templates, guidelines, equipments, medicines and models. A study done in Nigeria shows that working environment factors such as interpersonal relationships, availability of tools and equipment to work with, managerial fairness and support for staff welfare appear to play a significant role in affecting health worker performance and this agree with findings done in Ghana and Mali. Psychological methods of improving employee productivity are great, but they're useless without the right tools. And the right tools mean the right technology. For an employee to be efficient and productive in today's job environment means equipping employees with the right gear. Health facilities, which ignore the necessity for tools like drugs, equipments, will run the risk of diminished employee productivity.

2.4.5 Head of Department

Leadership can be defined as the exercise of influence by one member of a group over other members to help the group or organization to achieve its goals. Leadership is the process of influencing a group towards accomplishing its goals. Good leaders can encourage their employees to participate in work, and make decisions. Leadership is used as a means of motivating others.

Both manager as well as employees must possess leadership traits. An effective leader must have a thorough knowledge of motivational factors for others. Motivating others is at the heart of

leadership and organizational success (Baldwin, (2009). Organizations must groom leader to support the employees and to well build the work environment where workers want to stay. Providing the opportunities test their abilities and providing level of performance can enhance employees' capabilities and want to stay in the organization. Cummings and Schwab, (1973) claim that leadership is perhaps the most carefully investigated organizational variable that has a potential impact on employee performance. Winning leaders understand what motivates employees and how the employee's strengths and weaknesses influence their decisions, actions and relationships.

2.4.6 Communication

Communication is highly functional for work and occurs often in a workplace. Principle of least collaborative effort, people base their conversations on as little combined effort as possible. According to Kraut et al. (2010), informal communication is highly valued for collaboration at work organizations is trying different strategies to increase the likelihood of informal interactions between co-workers. Communication is the key to bring people together at one place to make it as workplace. The organizational communication is key to get involved into better relationships within an organization, to transmit information, to cooperation with each other, to understand and coordinate the work, to improve communication climate and learning, and hence to increase overall workplace satisfaction and an individual's job satisfaction (Ali and Haider, 2010).

2.5.7 Workload

Workload refers to the intensity of job assignments. It is a source of mental stress for employees. Stress is an active state of mind in which human being faces both an opportunity and constraint. Roeth, et al, (2010), defined workload as the total amount of time a faculty member devotes to activities like teaching, research, administration, and community services etc. A study conducted by Moy, (2010) opined that clerical and professional workers' association found that 65.5% of workers believed a five-day work week would help them better manage their private matters. Whereas half of respondents believed that this practice would allow them to spend more time with their families and improve their quality of life which helps in improving their productivity at work. Numerous studies found that job stress influences the employees' job satisfaction and their overall performance in their work. In fact, modern times have been called as the "age of anxiety and stress".

In Uganda, the government through the Ministry of Health has the same concern as other African countries which are to ensure health and social welfare services are of high quality, effective, accessible and affordable, delivered by a well performing and sustainable national health and welfare system that encourages responsiveness to the needs of the people. One of the strategies used was the introduction of a Result Based Management (RBM) using a home grown rubric referred to as Performance Improvement Model (PIM). This is an integrated approach to performance management. This approach, among other things, requires all public service institutions to plan, implement, monitor, evaluate, and report on performance, and finally carry out performance reviews. From the year 2009 to 2010 performance improvement model was installed in all Ministries, independent Departments, Executive Agencies and Regional Secretariats, (Maclean, 2009).

Also the public service introduced a number of processes, tools and mechanisms in order to facilitate the institutionalization of a performance management system. The specific tools for performance management include strategic and operational planning, client service charters, service delivery surveys, self assessment programmes, performance budgets, the introduction of Open Performance Review and Appraisal System (OPRAS) and comprehensive Monitoring and Evaluation (M&E) system. Furthermore the Performance Improvement Fund (PIF) was established and implemented to support changes identified in Strategic Plans however all these seem to be failing into improving health workers performance.

2.5 Conclusion

This chapter has generally explored poor office environment, motivation of employees and the relationship between poor office environment and motivation of workers. From the above literature, I can conclude that office environment can really have an impact on the level of employee motivation as confirmed by Fisher (2011), and the clear link between employee motivation and office environment help us to investigate the validity of various aspects in relation to ministry of public service. However it can also be concluded that no clear scholar has come out to examine the impact of office environment on motivation of workers hence the relevance of this research.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter dealt with the research methodology of the study. It covered the research design, study population, sampling design, instrument or tools used during the study, data processing, sample size and selection procedures, data collection procedures, data analysis, the study population and the limitations of the study.

3.1 Research Design

The researcher research design was a case study. Quantitative methods provided data for statistical purposes while qualitative methods provided data in detail through critical analysis of the information provided by the respondents among other sources. This was because the researcher wanted to ensure both exhaustiveness and standardization of the data that were collected.

3.2 Study Population

The study was conducted at of Ministry of public service -Kampala Uganda. The population of the study made up of personal managers, secretaries and cleaners of Ministry of public service-Kampala Uganda and it totaled up to 85 people.

3.3 Sampling Design, procedure and size

3.3.1 Sampling Design

In order for the researcher to have a positive and convenient data from the respondents of the area of study, the researcher used the probability method of simple random sampling and this helped the researcher get the right information from the staff members of Ministry of public service.

3.3.2 Sampling Procedure

The study applied both stratified and simple random sampling procedures.

Simple random sampling technique was applied by randomly distributing the research questionnaires to various categories of employees in various departments and offices of the ministry.

Stratified sampling technique was used to organize the various selected departments and offices of the company (Ministry of public service). This enabled the researcher to get a cross section of the targeted population hence giving equal chances to all selected departments to

participate equally and get the right and accurate response on the effects of poor office environment on motivation of employees with a particular reference to of Ministry of public service as a case study area.

3.3.3 Sampling size

The study used a sample size of 70 respondents as determined by the Krejcie and Morgan table of 1970 on sample size determination. The sample included the personal managers, administrators, commissioners and personnel secretaries. To arrive at the sample size, the researcher used random sampling method. With this method, the researcher randomly selected 3 personal managers, 10 secretaries and 57 cleaners of Ministry of public service. The study therefore used total of 70 respondents. The researcher used simple purposive sampling method because it gave an equal opportunity to all members of finite population which were used in the sample. This sample size was effective and a good representative of the population, convenient to the researcher in terms of funds, time and others.

3.4 Data collection Sources

3.4.1 Primary data

This researcher majorly used the questionnaire method for collecting primary data where both open and closed ended questions were provided so as to exhaust respondents' information about the topic under study.

3.4.2 Secondary data

The researcher made use of the available secondary data especially from personnel and record departments of the institutions, text books, journals, news papers, library, internet, among other sources so as to ensure critical evidence and areas of reference.

3.5 Data collection Methods

The researcher was guided by the use of the questionnaire, observations and interviews, in collecting data during the study.

3.5.1 Questionnaire

Questionnaire was an instrumental tool the researcher used during the study. Here questionnaires consisting of both open ended and closed questions were issued to the different respondents throughout the company. These questionnaires were later collected and returned back by the researcher for data processing and analysis.

3.5.2 Observation

Observations were carried out to prove whether the information provided by the respondents is true or false.

3.6 Data Processing and Analysis

3.6.1 Data processing

Collected data was edited, coded, tabulated and calculated into percentages for analysis.

3.6.2 Data Editing

This was done to ensure that the information from respondents is accurate and consistent was conducted after every interview with respondents. Obvious errors and omissions in schedule were checked immediately.

3.6.3 Data Coding

This involved assigning on numerical figures on each question according to the different codes of response.

3.6.4 Data Tabulation

This was done basically with illustratively writing interpretation and analysis. This involved the use of frequency distribution tables which made it easy to understand and also for comparison purposes.

3.6.5 Data analysis

A five likert scale was used to assign codes response options nor disagree, agree and strongly agree) ranging from (1", 2",3",4", and 5") respectively. Data was entered in the programme for each item; a response option selected by a respondent was entered in the data entry sheets of the programme using the assigned codes. Additions and deductions were also be made from the necessary materials in form of secondary data used in the analysis in a manner that yielded answers to the research questions.

3.7 Limitations of the study

Incooperativeness of the respondents; these also became a factor affecting the data collection process since some of them may not fill the questionnaires. This made the researcher visit the respondents himself to ensure that they fully filled the questionnaire and monitor the whole process so as to obtain actual results of the study. There was also a likelihood of a language problem since not all the respondents may not be well conversed with English which was the only neutral communication language by the researcher for communication since he does not

understand all their mother tongue languages. This was however be overcome by using various translators who translated the questionnaire to the illiterate respondents using their best understood mother languages. Suspiciousness of the respondents on the researcher's research also became a limitation since they may be worried of their confidential information which exposed to the researcher. The researcher overcame this by explaining fully the intentions of the research to the respondents as being an academic research before collecting data.

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction

In this chapter, data is presented, analyzed and interpreted according to research questions.

Findings are presented in statistical tables and percentages. Responses from the respondents were analyzed and the results are presented in this chapter.

4.1 Demographic characteristics of the respondents.

4.1.1 Gender of the respondents

The table below shows the sex of the respondents.

Table 4.1: Gender of the respondents

| Gender | Frequency | Percentage |
|--------------|-----------|------------|
| Female | 25 | 36 |
| Male | 45 | 64 |
| Total | 70 | 100 |

Source: Primary Data

The findings in the table 4:1 showed that the females were 25 (36%) of the respondents while the males were 45 (64%) of the respondents in the study. The high percentage of male respondents was attributed to the fact that male domination still persists in most African countries and Uganda is not an exemption.

4.1.2 Marital status of the respondents

Marital status of the respondents was another interest of the researcher in the sense that it explains the extent of one's responsibility, therefore it was investigated and the following table shows the response.

Table 4. 2: Marital status of the respondents

| Marital status | Frequency | Percentage |
|----------------|-----------|------------|
| Married | 50 | 71 |
| Single | 20 | 29 |
| Total | 70 | 100 |

Source: Primary Data

Findings in the table 4:2 showed that the married were 50 (71%) of the respondents while the singles were 20 (29%) of the respondents in the study. This implied that most of the respondents in the study were married who have gotten assumptions, it's a sign of respect in whatsoever they do and during our assignment showed high degree of ownership.

4.1.3 Age structure of the respondents

It was also found necessary to establish the age groups of the respondents since it could explain the perspective in which poor office environment is viewed.

Table 4.3: Age of the respondents

| Age | Frequency | Percent |
|---------------|-----------|------------|
| Below 20years | 10 | 14 |
| 21 – 30 years | 20 | 29 |
| 31-40 years | 35 | 50 |
| 41-50 years | 3 | 4 |
| 50+ | 2 | 3 |
| Total | 70 | 100 |

Source: Primary Data

Findings in table 4.3 showed that 10 (14%) of the respondents of this study belonged in the age group of under 20years, (20)29% of the respondents of this study belonged in the age group of 21-30, 35 (50%) of the participants followed in the age group of 31-40%, 3 (4%) of the respondents belonged in the age group of 41-50 and 2 (3)% of the respondents followed in the age group of 50+. This distribution of respondents by age is an indication that most of the respondents are mostly of young adult age, independent and productive and this explains the reason as to why the number of respondents was decreasing with the increasing age.

4.1.4 Education levels of the respondents

The education level was also considered important and therefore worth examining. The following table shows the results.

Table 4.4: Education level of the respondents

| Education level | Frequency | Percent |
|-----------------|-----------|------------|
| Certificate | 5 | 7 |
| Diploma | 15 | 21 |
| Degree | 30 | 43 |
| Masters | 20 | 29 |
| Total | 70 | 100 |

Source: Primary Data

Findings in the table 4.4 showed that 5 (7%) of the respondents were certificate holders, 15 (21%) of the respondents were diploma grandaunts, 30 (43%) of the respondents were degree holders, while (20) 29% of the respondents were master’s graduate. This research finding shows that most of the respondents were educated and knowledgeable. Therefore they can read and understand the questionnaire. This means that they were in position to self administer the questionnaires.

4.2. The effect of office environment in the productivity of workers

Table 4.5 Shows respondents own view if there is enough lighting in office

| Response | Frequency | Percent |
|-------------------|-----------|------------|
| Strongly agree | 20 | 29 |
| Agree | 40 | 57 |
| Not sure | - | |
| Disagree | 10 | 14 |
| Strongly disagree | 0 | 0 |
| Total | 70 | 100 |

Source: Primary Data 2015

Findings in the table 4.5 showed, 20 (29%) of the respondents strongly agreed to the statement hat there is enough lighting in office, 40 (57%) of the respondents agreed, while 10(14%) of the respondents disagreed to the statement that there is enough lighting in office. This therefore means that there is enough lighting in office. This therefore means that there is enough lighting

in office at the ministry of public service as this was witnessed by majority number of respondents 40 (57%) of the respondents who agreed.

Table 4.6: Shows respondents own views on whether the ministry respects privacy among employees

| Response | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly agree | 50 | 71 |
| Agree | 20 | 29 |
| Not sure | - | - |
| Disagree | - | - |
| Strongly disagree | - | - |
| Total | 70 | 100 |

Source: Primary Data

Findings in the table 4.6 showed 50 (71%) of the respondents strongly agreed that the ministry respects privacy among employees. 20 (29%) of the respondents agreed while none of the respondents disagreed and not sure to the statement that the ministry respects privacy among employees. This therefore means that the ministry of public service respects privacy among employees as witnessed by majority number 50 (71%) of respondents.

Table 4.7: Shows respondents own views on whether the offices are well spaced

| Response | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly agree | 40 | 57 |
| Agree | 30 | 43 |
| Not sure | - | - |
| Disagree | - | - |
| Strongly disagree | - | - |
| Total | 70 | 100 |

Source: Primary Data

Findings in the table 4.7 showed the majority 40 (57%) of the respondents strongly agreed that the offices are well spaced which makes them comfortable at work, 30 (43%) of the respondents. They further expressed satisfaction with organising meetings in their respective offices immediately when the need arises. None of the respondents disagreed and were not sure that the offices are well spaced. This means that the offices of ministry of public services are well spaced as evidenced by majority 40 (57%) of the respondents strongly agreed.

Table 4.8: Shows respondents own views on whether the office has enough temperature

| Response | Frequency | percentage |
|-------------------|-----------|------------|
| Strongly agree | 20 | 29 |
| Agree | 40 | 71 |
| Not sure | - | |
| Disagree | - | |
| Strongly disagree | 10 | 14 |
| Total | 70 | 100 |

Source: Primary Data

Findings in the table 4.8 showed that 20 (29%) of the respondents strongly agreed, 40 (71%) of the respondents agreed, while 10(14) of the respondents strongly disagreed none of the respondents disagreed and not sure. This implies that clients are satisfied with the temperature in the office.

Table 4.9: Shows respondents own views on whether the ministry uses air conditioning systems in its offices

| Response | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly agree | 25 | 36 |
| Agree | 20 | 29 |
| Not sure | 15 | 22 |
| Disagree | 5 | 7 |
| Strongly disagree | 5 | 7 |
| Total | 70 | 100 |

Source: Primary Data

Findings in the table 4.9 showed that 25 (36%) of the respondents strongly agreed that the ministry uses air conditioning systems in its offices, 20 (29%) of the respondents agreed, 15 (22%) of the respondents were not sure while 5 (7%) of the respondents disagreed and strongly disagreed respectively. This implies that clients are satisfied with the air conditioning systems in its offices.

Table 4:10: Shows respondents own views on whether the ministry makes sure that the offices are clean

| Response | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly agree | 20 | 29 |
| Agree | 40 | 57 |
| Not sure | 10 | 19 |
| Disagree | 7 | 10 |
| Strongly disagree | 3 | 4 |
| Total | 70 | 100 |

Source: Primary Data

Findings in the table 4.10 showed that 20 (29%) of the respondents agreed that the ministry makes sure that the offices are clean, 40 (57%) of the respondents strongly agreed 10 (19%) of the respondents were not sure, 7 (10%) of the respondents disagreed while 3 (4%) of the respondents strongly disagreed. Never the less it has continued to register an increasing low employee performance at the ministry of public service despite ministry making sure that the offices are clean.

Table 4:11: Shows respondents own views on whether there is proper management of furniture

| Response | frequency | percentage |
|-------------------|-----------|------------|
| Strongly agree | 35 | 50 |
| Agree | 10 | 14 |
| Not sure | 5 | 7 |
| Disagree | 15 | 21 |
| Strongly disagree | 5 | 7 |
| Total | 70 | 100 |

Source: Primary Data

Findings in the table 4.11 showed that 35 (50%) of the respondents strongly agreed that there is proper management of furniture, 10 (14%) of the respondents agreed, 5 (7%) of the respondents were not sure and strongly disagreed respectively while 15 (21%) of the respondents disagreed. This therefore means that there is proper management of furniture at the ministry of public service

Table 4:12: Shows respondents own views on whether the chairs used in my office makes me comfortable at work

| Response | frequency | percentage |
|-------------------|-----------|------------|
| Strongly agree | 20 | 29 |
| Agree | 35 | 50 |
| Not sure | 5 | 7 |
| Disagree | - | - |
| Strongly disagree | 10 | 14 |
| Total | 70 | 100 |

Source: Primary Data

Findings in the table 4.12 showed that 20 (29%) of the respondents agreed that Chairs used in office makes them comfortable at work, 35 (50%) of the respondents strongly agreed, 5 (7%) were not sure while 10 (14%) were not sure about it. This implies that chairs used at the ministry of public service makes employees comfortable at work.

4.2 The effect of motivation on the performance of workers

Table 4:13: Shows respondents own views on whether the ministry gives us bonuses such as travelling allowances

| Response | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly agree | 25 | 36 |
| Agree | 30 | 43 |
| Not sure | - | - |
| Disagree | 10 | 14 |
| Strongly disagree | 15 | 22 |
| Total | 70 | 100 |

Source: Primary Data

Findings in the table 4.13 showed that 25 (36%) of the respondents strongly agreed that the ministry gives them bonuses such as travelling allowances, 30 (43%) of the respondents agreed, 10 (14%) of the respondents disagreed while 15 (22%) of the respondents strongly disagreed. This implied that positive motivation was very necessary in determining employee's performance evidenced by the majority respondents who strongly agreed. at every point, few respondents were found not being sure, disagreeing and strongly disagreeing an implication that they were sure that when motivation is carried out appropriate, better results from employees must be expected. Therefore, motivation is directly related to employee's performance.

Table 4:14: Shows respondents own views on whether the ministry provides us with incentives such as education, medical allowances

| Response | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly agree | 60 | 86 |
| Agree | 10 | 14 |
| Not sure | - | - |
| Disagree | - | - |
| Strongly disagree | - | - |
| Total | 70 | 100 |

Source: Primary Data

Findings in the table 4.14 showed 60(86%) of the respondents which was the majority strongly agreed that the ministry provides them with incentives such as education, medical allowances while 10 (14%) of the respondents agreed and none of the respondents disagreed, not sure and strongly disagreed. This implies that increasing the monetary rewards improves employee's performance since they become motivated and develop greater enthusiasm to perform better. Therefore, increase of rewards signifies the improvement in employee performance and decrease of rewards signifies a decline in performance

Table 4:15: Shows respondents own views on whether the ministry revises our salaries every financial year

| Response | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly agree | 10 | 14 |
| Agree | 15 | 21 |
| Not sure | 25 | 36 |
| Disagree | 20 | 29 |
| Strongly disagree | 10 | 14 |
| Total | 70 | 100 |

Source: Primary Data

Findings in the table 4.15 showed 10 (14%) of the respondents strongly agreed to the statement that the ministry revises our salaries, 15 (21%) of the respondents agreed, 25 (36%) of the respondents were not sure that the ministry revises employees’ salaries every financial year. 20 (29%) of the respondents disagreed, while 10 (14%) of the respondents strongly disagreed. The analysis shows that the majority respondents were ignorant about the question that is 25 (36%) and 20 (29%) who were not sure and disagreed respectively.

Table 4:16: Shows respondents own views on whether the supervisor praises after completing my task

| Response | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly agree | 13 | 19 |
| Agree | 12 | 17 |
| Not sure | 16 | 23 |
| Disagree | 11 | 16 |
| Strongly disagree | 18 | 26 |
| Total | 70 | 100 |

Source: Primary Data

Findings in the table 4.16 showed that 13 (19%) of the respondents strongly agreed that the supervisor praises after completing my task, 12 (19%) of the respondents agreed, 16 (23%) of the respondents were not sure, 11 (16%) of the respondents were not sure while 18 (26%) of the

respondents strongly disagreed. This therefore means that none monetary rewards do not affect employee's performance based on the data collected from the respondents especially those who 18 (26%) of the respondents who strongly disagreed.

Table 4:17: Shows respondents own views on whether the ministry allows employees to learn new skills

| Response | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly agree | 3 | 4 |
| Agree | 13 | 19 |
| Not sure | 20 | 29 |
| Disagree | 8 | 11 |
| Strongly disagree | 25 | 36 |
| Total | 70 | 100 |

Source: Primary Data

Findings in the table 4.17 showed that 3 (4%) of the respondents strongly agreed that the ministry allows employees to learn new skills, 13 (19%) of the respondents agreed that the ministry allows employees to learn new skills 20 (29%) of the respondents were not sure, 8 (11%) of the respondents disagreed while 25 (36%) of the respondents strongly disagreed. This therefore implies that the ministry of public service does not allow employees to learn new skills

Table 4:18: Shows respondents own views on whether the supervisor is able to advise me on possible alternatives to my request, even those not provided by this organization.

| Response | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly agree | 10 | 14 |
| Agree | 9 | 13 |
| Not sure | 20 | 29 |
| Disagree | 10 | 14 |
| Strongly disagree | 21 | 30 |
| Total | 70 | 100 |

Source: Primary Data

Findings in the table 4.18 showed 10 (14%) of the respondents strongly agreed that the supervisor is able to advise me on possible alternatives to my request, even those not provided by this organization, 9 (13%) of the respondents agreed, 20 (29%) of the respondents were not sure, 10 (14%) of the respondents disagreed while 21 (30%) of the respondents strongly disagreed to the statement that their supervisor is able to advise me on possible alternatives to their request; even those not provided by this organization. This therefore implies that supervisor is able to advise employees on possible alternatives to my request, even those not provided by this organization.

4.4 The relationship between poor office environment and motivation of employees

Table 4:19: Showing Provision office furniture motivates employee and hence reduces employee absenteeism.

| Response | Frequency | Percent (%) |
|-------------------|-----------|-------------|
| Strongly agree | 25 | 36 |
| Agree | 35 | 50 |
| Not sure | 5 | 7 |
| Disagree | 3 | 4 |
| Strongly disagree | 2 | 3 |
| Total | 70 | 100 |

Source: Primary Data

Findings in the table 4.19 showed that 25 (36%) of the respondents strongly agreed that provision office furniture motivates employee and hence reduces employee absenteeism., 35 (50%) of the of the respondents strongly agreed that provision office furniture motivates them and hence reduces on employee absenteeism, 5 (7%) of the respondents were not sure, 3 (4%) of the respondents disagreed while 2 (3%) of the respondents strongly disagreed to the same question. Basing on the highest percentage of respondents who strongly agreed, it implies that the ministry of public service provides office furniture. This leads to improved productivity of labour and also labour retention.

Table 4:20 Showing Pearson Correlation between poor office environment and motivation of workers

| Correlations | | |
|-------------------------|-------------------------|-----------------------|
| | Poor office environment | Motivation of workers |
| Poor office environment | 1.000 | -.702** |
| Sig. (2-tailed) | . | .000 |
| N | 60 | 60 |
| motivation of workers | -.702** | 1.000 |
| Sig. (2-tailed) | .000 | . |
| N | 60 | 60 |

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

Using the rating level of;

0 to +0.3= Weak Relationship

+0.4 to +0.6= Moderate/ Average Relationship

+0.7 to +0.9= Strong Relationship

Table 4:20 showed that there is a strong negative relationship between poor office environment and motivation of employee motivation at regression (r) = -0.702 and at level of significance 0.05, this implies that the higher the poor office environment the lower the motivation of employees. This is also in agreement with the findings of Taylor 1947 who said that man is a rational animal concerned with maximizing his economic gains and therefore will always move to look for higher pay.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS:

5.0 Introduction

This chapter summarizes the findings reported in chapter four according to questions of the study, draws conclusions, suggests recommendations and also proposes some areas for further study.

5.1.0 Summary of Findings

5.1.1 Respondents' Personal Profile

The study comprises of 70 respondents of whom 64 percent were male and 36 percent were female. Their level of education included 43% of the respondents were degree holders, 21% of the respondents were diploma grandaunts, 29% of the participants were master's graduate, and 7% of the participants were high certificate holders. Of the 70 respondents, 71% of the participants were married and 29% of the respondents were single, 14% of the participants belonged in the age group of under 20years, 29% of the participants belonged in the age group of 21-30, 50% of the participants followed in the age group of 31-40%, 4% participants belonged in the age group of 41-50 and 3% of the participants followed in the age group of 50+.

(i)The effect of office environment in the productivity of workers

It was found out that there is enough lighting in office this was revealed by 80 percent of the respondents

Furthermore, the study found out that the majority (57%) strongly agreed that the offices are well spaced which makes them comfortable at work. The study also found out that management gives explanation in case of delayed payments.

The study found out that it is shown that majority of the respondents (71%) agreed, 29% strongly agreed, 22.9% none of the respondents disagreed and not sure. It is shown that clients are satisfied with the air conditioning systems in its offices. The study father revealed that this herefore means that there is proper management of furniture at the ministry of public service

The study showed that 29% of the respondents agreed with the fact that Chairs used in office makes them comfortable at work, 50% strongly agreed, 14% disagreed while 7% were not sure about it

(ii) The effect of motivation on the performance of workers

The study found out that motivation was very necessary in determining employee's performance evidenced by the majority respondents who strongly agreed. at every point, few respondents were found not being sure, disagreeing and strongly disagreeing an implication that they were sure that when motivation is carried out appropriate, better results from employees must be expected

The study also found out that increasing the monetary rewards improves employee's performance since they become motivated and develop greater enthusiasm to perform better. Therefore, increase of rewards signifies the improvement in employee performance and decrease of rewards signifies a decline in performance. 36% of the respondents strongly agreed that the ministry revises employees' salaries every financial year. 21% agreed, 14% were not sure while 43% of the respondents disagreed.

None monetary rewards also affect employee's performance based on the data collected from the respondents especially those who strongly agreed and agreed taking the biggest percentage of 32 and 29 respectively.

The motivational packages available to workers in the university are largely inadequate. The situation is worse among junior and senior staff because they are not entitled to any allowance with the exception of the free medical services. In the case of Senior Members, book and research allowance, professional allowance, off campus allowance, entertainment allowance and excess marking claims are the motivational package available to them. They did not see motivation to be a serious obstacle in executing work assigned to them.

Factors that motivate worker are a central issue in employee output, without these factors workers will not give of their best and their productivity will fall. The workers generally confirmed that, if the work place is conducive they will be motivated to work hard.

(iii) Relationship between poor office environment and motivation of workers

It was found out that there is a strong negative relationship between poor office environment and motivation of workers at regression(r) = -0.702, therefore a poor office environment leads to poor motivation of workers and this was also evidenced by the response from 69 percent and 31 percent of the respondents who agreed and strongly agreed respectively (Table 20). Furthermore the study found out that availability of office furniture workers motivates them and hence reduces on absenteeism.

5.2 Conclusion

(i) The effect of office environment in the productivity of workers

Employees agreed that there is enough lighting in office, ministry respects privacy among employees, the offices are well spaced whether the office has enough temperature. Providing the opportunities test their abilities and providing level of performance can enhance employees' capabilities and want to stay in the organization

(ii) The effect of motivation on the performance of workers

On the motivation of employees, respondents, said that the ministry gives them bonuses such as travelling allowances, the ministry provides us with incentives such as education, medical allowances, the ministry revises our salaries every financial year, the supervisor praises after completing my task

(iii) Relationship between poor office environment and motivation of workers

From the study findings, there is a strong negative relationship between poor office environment and motivation of workers at regression (r) = -0.702 and at level of significance 0.05, this implies that the higher the poor office environment the lower the motivation of workers.

5.3 Recommendations of the Study

5.3.1 Effect of office environment in the productivity of workers

Regular meetings should be conducted to ensure good communication between employees and management hence addressing the problem of poor office environment.

The ministry is advised to set up a well ventilated offices, this will also help to reduce on discomfort among employees and this will increase employee productivity.

Also ministry is advised to make regular office checkups in relation to employee productivity.

From the analysis of the data gathered on the study, the major problem facing employee's especially junior staff is that, there are no air conditioners aside sunlight, the researcher therefore recommends that ministry of public service should provide them with a well spaced offices with enough sunlight .

5.3.2 Effect of motivation on the performance of workers

The ministry should work out incentive packages to increase employee performance. Special attention should be put at increasing employees salaries because the majority of them (employees) complained about the inadequacy of their salary to meet their needs. Increasing employee salaries will increase their morale to work.

Awards could be instituted for better performance. Areas such as employee discipline, employee performance, and achievement be rewarded to serve as a motivation

Working conditions should be improved upon for example the supervisors should be loosen of the harsh attitudes towards lower level workers and punishment should be proportional to errors committed.

5.3.3 Relationship between poor office environment and motivation of employees

Employees should be allowed to participate in decision making especially decisions that affect them.

A two way communication should be encouraged in the organization. Complaints received from employees should be responded to.

5.4 Suggested Further Research

- (i) Further research should be carried out to find out the extent to which other factors affect the motivation of workers other than poor office environment.

- (ii) Research should be undertaken to establish the relationship between the social factors and work performance.
- (iii) Research should be under taken to establish the relationship between manager's attitudes to work performance.

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APPENDICES
APPENDIX I:
RESEARCH INSTRUMENT

Dear respondent

I am a student of Kampala International University carrying out an academic research on the effects of poor office environment on the motivation of workers. You have been randomly selected to participate in the study and are therefore kindly requested to provide an appropriate answer by either ticking the best option or give explanation where applicable. The answers provided will only be used for academic purposes and will be treated with utmost confidentiality.
NB: do not write your name anywhere on this paper.

Section A:

Demographic Data

Sex a) Male ☐ (b) Female ☐

Position held in the ministry of public service.....

How long have you been with the ministry of public service?

- a) Under 2 year ☐
b) 2-4 years ☐
c) 4-6 years ☐
d) Over 6 years ☐

Education Level

- a) Certificate ☐ c) Diploma ☐
B) Degree ☐ d) Masters ☐

Age Group

- a) Below 20years ☐ c) 31-40 years ☐
b) 21 – 30 years ☐ d) 41-50 years ☐

Section B: Effect of Office Environment

Please indicate for the following statements the extent to which you agree or disagree by Ticking SA for strongly agree, A= Agree, U= Uncertain , D= Disagree and SD for strongly disagree.

| | Statement | SA | A | U | SD | D |
|----|---|----|---|---|----|---|
| | | | | | | |
| 1 | There is enough lighting in my office | | | | | |
| 2 | The ministry respects privacy among employees | | | | | |
| 3 | My office has enough temperature | | | | | |
| 4 | The ministry uses air conditioning systems in its offices | | | | | |
| 5 | The offices are well spaced | | | | | |
| 6 | The ministry makes sure that the offices are clean | | | | | |
| 7 | There is proper management of furniture | | | | | |
| 8 | Chairs used in my office makes me comfortable at work | | | | | |
| 9 | The building is well ventilated | | | | | |
| 10 | The ministry prohibits smoking at the place of work | | | | | |
| 11 | You discuss some issues with your fellow employees | | | | | |
| 12 | Your supervisors are supportive | | | | | |

SECTION C: Motivation of workers

Please indicate for the following statements the extent to which you agree or disagree by Ticking SA for strongly agree, A= Agree, U= Uncertain , D= Disagree and SD for strongly disagree

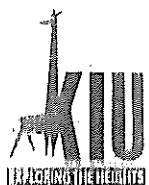
| | Statement | SA | A | U | D | SD |
|----|--|----|---|---|---|----|
| 1 | My organization gives us bonuses such as travelling allowances, | | | | | |
| 2 | My organization provides us with incentives such as education, medical allowances | | | | | |
| 3 | Our organization revises our salaries every financial year | | | | | |
| 4 | Our organization appreciates our services | | | | | |
| 5 | In my organization employees receive Paid Vacations and leaves | | | | | |
| 6 | My supervisor praise after completing my task | | | | | |
| 7 | our organization grants Employee Award every year for the best employee performer | | | | | |
| 8 | My organization allows employees decide how the work should be performed. | | | | | |
| 9 | My organization allows employees to check their own work | | | | | |
| 10 | Our organization Allow employees to learn new skills. | | | | | |
| 11 | My supervisor is able to advise me on possible alternatives to my request, even those not provided by this organization. | | | | | |
| 12 | My supervisor understands my specific needs | | | | | |
| 13 | Our organization makes a significant investment in the ongoing training and development of frontline staff | | | | | |

**APPENDIX II:
TIME FRAME**

| | Time in Months | | | | | | | | | | | |
|---|----------------|-----|-----|-------|-----|------|------|--------|-----|-----|-----|-----|
| | Jan | Feb | Mar | April | May | June | July | August | Sep | Oct | Nov | Dec |
| g research | | | | | | | | | | | | |
| g training i assistants, ig instruments choosing ents | | | | | | | | | | | | |
| ng instruments osing ents ing data and ormant v | | | | | | | | | | | | |
| alysis and of the research ubmission | | | | | | | | | | | | |
| ion | | | | | | | | | | | | |

APPENDIX II:
ESTIMATED RESEARCH BUDGET

| A budget item | Quantity | Unit price | Total |
|----------------------|-----------------|-------------------|--------------|
| Data costs | | 15,000/- | 15,000/- |
| Flash disk | 1 | 15,000/- | 15,000/- |
| Concept paper | 2 | 500/- | 1,000/- |
| Interviews | | 1,000/- | 5,000/- |
| Spiral binding | 3 | 15,000/- | 45,000/- |
| Digital camera | 1 | 350,000/- | 350,000/- |
| Traveling cost | | | 10,000/- |
| Miscellaneous | | | 25000/- |
| Total | | | 466000/- |



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Office of the Head of Department

Date: 10th August, 2015

Dear Sir/Madam,

RE: INTRODUCTION LETTER FOR MR. NAYEBARE COLLEB, REG.

NO.BPA/38065/123/DU

The above mentioned candidate is a bonafide student of Kampala International University pursuing a bachelors degree in Public Administration,

He is currently conducting a field research for his dissertation entitled, **EFFECTS OF POOR OFFICE ENVIRONMENT ON MOTIVATION OF WORKERS IN AN ORGANISATION. A CASE STUDY OF MINISTRY OF PUBLIC SERVICE IN UGANDA,**

Your organisation has been identified as a valuable source of information pertaining to his research project. The purpose of this letter then is to request you to accept and him with the pertinent information he may need.

Any data shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours faithfully,

Gerald Muzaare, HOD-Administrative and political studies

