

Working Environment, Motivation and Performance Among Employees of Harris
International Ltd, Kawempe Division Kampala.

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16/U/7912/PS

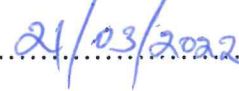
A Dissertation Submitted to the School of Psychology in Partial Fulfillment for the award of
a Bachelors degree of Industrial and Organizational Psychology of Makerere University
Kampala.

March 2022

Declaration

I Mwebaze Collins hereby declare to the best of my knowledge that this work is original and genuinely mine and has never been submitted to any tertiary institution or university for any academic award, where information has been used, it has been acknowledged

Signed..........

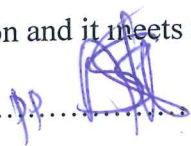
Date..........

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Approval

I hereby certify that this dissertation by Mwebaze Collins has been prepared under my supervision and it meets the minimum requirements for examination.

Signature.....

Date.....21/03/22

Mr. Eriphase Mugabi Nsaale (Supervisor)

Dedication

I dedicate this dissertation to my family members for always being there, morally, physically, psychologically, financially every step of the way including selecting this very course, am forever grateful.

Acknowledgment

First and foremost, I thank the Almighty God who has always given me wisdom and strength through this proposal. My warm appreciation goes to the family for the support and love.

In a special way, I also acknowledge my supervisor Mr. Eriphase Mugabi Nsaale for the guidance and encouragement rendered to me.

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Abstract

The study aimed at examining the relationship between working environment, employee motivation and job performance among employees of Harris International Limited. The study adopted a quantitative study design which was correlation in nature with a population of 65 employees. Simple random sampling technique was used to draw a sample of 52 respondents from the population. Data was collected from respondents using self-administered standard questionnaire and entered in the computer for analysis through Statistical Package for Social Science (SPSS) software version 23. Descriptive statistics showed that 72.1% of the respondents were male and 27.9% were female, majority were between 20-29 years (80.6%). Results from Pearson product-moment correlation coefficient (r) further indicated that there was a significant positive relationship between working environment and employee motivation, ($r=.467^{**}$, $p=.000$), as well as a significant positive relationship between employee motivation and employee performance, ($r=.608^{**}$, $p=.000$), and there was also a significant positive relationship working environment and employee performance, ($r=.316^{**}$, $p=.000$). Therefore, the present study provides a basis and implications for further investigation on the relationship between working environment, employee motivation and job performance among employees in different fields in different companies, both private and public. It was recommended that the administration of Harris International needs to improve on working environment in order to motivate employees at work place.

Chapter One

Introduction

Background

The quality of the employees' working environment impacts on their motivation level and hence performance (Heath, 2006). When employees have the desire, physically and emotionally to work, then their performance shall be increased (Boles et al., 2004). They also stated that having a proper working environment helps in reducing the number of absenteeism and as a result can increase the performance in today's competitive and dynamic business world. Chandrasekar, (2011) reported that factors of working environment play an important role towards the employees' performance. The factors of working environment give an immense impact to the employees' performance either towards the negative outcomes or the positive outcomes. Therefore one can state that it is the quality of the employees' working environment that most impacts on their level of motivation subsequently performance.

Employees will always be contended when they feel that their immediate environment states are in tandem with their obligations (Farh, 2012). Chandrasekar (2011) stresses that the type of working environment in which employees operate determines whether or not organizations will prosper. The working environment consists of physical factors which include the office layout and design among other factors; while the psychosocial factors include working conditions, role congruity and social support. Other aspects of the working environment are the policies which include employment conditions. A better physical working environment boosts employees' motivation and hence performance.

The working environment with aspects such as warm/cold, air flow, lighting, drinking water and noise conditions affect the employee motivation and performance in the organization (Kiberenge & Nambuswa, 2015). They further stated that the working environment dictates to the employees on how they are going to perform their tasks in an organization. Additionally,

motivating employees adequately is a challenge as it has what it takes to define employee performance at the workplace (Forson et al, 2021). Furthermore, the working environment can be anything that exists around the employee and can enable him performs his duties well. Briner (2000) stressed that a conducive working environment has been singled out as one of the critical factors that can enable any organization maximize the human resource, regardless of context, attract, deploy and retain talented employees describe work environment as comprising of: physical scenery (e.g. noise, equipment, heat); fundamentals of the job itself (e.g. workload, task complexity); extensive business features (e.g. culture, history); and even extra business background (e.g. industry setting, workers relation).

According to Nyakato (2010), people are likely to change their behavior unless they are rewarded for it and that the key principal of compensation is to link the reward systems more directly to motivation. People don't automatically come to work, continue to work, or work hard to an organization. They need to be motivated to take their job with a company, to continue to work there, to learn, to perform efficiently, and to accept change. There is limited literature on the relationship between work environment, employee motivation and performance in Kampala, therefore this study sought to investigate it in detail.

Statement of the Problem

There are many factors that affect motivation and performance of employee's in organizations. Working environment plays an essential role towards workers' motivation and performance in any organization (El-Zeiny, 2013). Providing a good working environment increases employee performance in organizations (Shikdar & Shawaqed, 2003). When people are working in situations that suit their physical and mental abilities, the correct fit between the person and work task is accomplished. Employees are then in the optimum situation for learning, working and achieving. Working environment comprises the totality of forces and

influential factors that are currently or potentially contending with the employees' activities and performance. According to Chandrasekar (2011) there are key factors in the workplace environment that could give a great impact towards the motivation and performance level. The business environment is becoming very competitive, dynamic and complex. However, most employees are suffering from poor job performance which is manifested in form of poor task performance, poor time management and low desired output. This could be due to demotivation of staff either intrinsically or extrinsically arising from challenges with reward system (Taremwa 2009). There is limited literature on the relationship between working environment, employee motivation and performance in Kampala. Therefore this study aimed at finding out how working environment can be improved at Harris International Ltd in order to boost employee motivation and performance and remain competitive.

Purpose of the Study

The purpose of this study was to find out the relationship between working environment, motivation and performance among employees of Harris International Ltd.

Objectives of the Study

This study was guided by the following objectives

- (i) To examine the relationship between working environment and motivation among employees of Harris International Ltd.
- (ii) To examine the relationship between motivation and performance among employees of Harris International Ltd.
- (iii) To examine the relationship between working environment and performance among employees of Harris International Ltd.

Scope of the Study

Geographical scope

The study was carried out at Harris International Ltd, Kawempe Division Kampala. This is because most organizations pay little attention to employees working environment and yet human resource motivation and performance are important aspects in any organization (Chandrasekar, 2011).

Content Scope

According to Tripathi (2014) the work environment can be defined as the environment in which people work that include physical setting, job profile, culture and market condition. Working environment is defined as the physical geographical location as well as immediate surroundings of the workplace such as construction site, or office building. Each aspect is inter linked and impacts on employees overall motivation and performance.

Motivation is an employee's intrinsic enthusiasms about and drive to accomplish activities related to work. According to (Chaudhary & Sharma, 2012), motivation is the interior drive that causes a person to decide to take action. Employee motivation is a process whereby one individual has the willingness to fulfil their needs. Individual needs can be in term of survival needs, safety, social, esteem and self-actualization (Maslow, 2005).

Armstrong (2006) defines performance as the development of quantified objectives. Performance is not only a matter of what people achieve but how they achieve. Organizations need highly performing employees in order to meet their goals and to deliver the products and services they are specialized in and finally to achieve a competitive advantage.

Time Scope

The study covered four days in November 2021.

Significance of the study

- i. The findings of this study may help the stakeholders and the human resource department of Harris International Ltd to discover the most efficient way of boosting employee motivation and performance.
- ii. The research findings may help employees of Harris International Ltd know of what expectations the organization have after putting effort in increasing their performance.

Conceptual Framework

The diagram below shows the relationship between study variables. For instance, the relationship between working environment, employee motivation and employee performance.

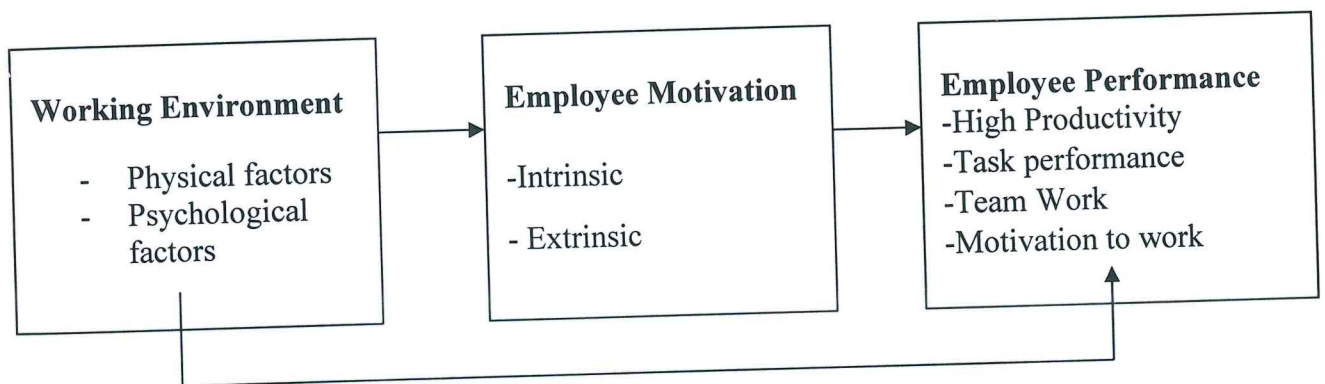


Figure 1: Conceptual framework showing the relationship between working environment, motivation and performance among employees.

Figure 1 above, shows that working environment is an independent variable, employee motivation as mediating variable and employee performance as a dependent variable. Furthermore, good working environment may affect employee motivation and hence employee performance. Conducive work environment may as affect employee performance directly. Working environment with psychological and physical factors significantly affects employee motivation and performance in the organization (Chandrasekar, 2011). In addition, employee motivation in terms of recognition, monetary and non-monetary benefits lead to improved

intrinsic and extrinsic motivation and the relationship is vice versa and which leads to task performance, time management, and desired output hence job performance.

Chapter Two

Literature Review

Introduction

The literature is reviewed according to study objectives that include the relationship between working environment, employee motivation and employee performance among employees. This section contains information and data obtained from published materials in relation to the selected study.

Working Environment and Employee Motivation

According to Porter et al, (2016) argued that working in a better work environment makes employees motivated and engaged. Several factors are usually associated with the poor work environment thus the need for management of the organizations to be responsible for ensuring stable work environment so that their employees can work safely. Aspects of the work environment such as pay, salary, growth opportunities, job design, and recognition may be relatively a need for employee motivation thus work environment influences motivation (Porter, Riesenmy, and Fields, 2016).

Briner (2000) identified several components that may affect both physical and psychological motivation of workers that is collaboration with other employees, absenteeism and ultimately, how long they stay in the job. Additionally, Chandrasekhar, (2011) I identified other factors that lead to employee motivation for instance workplace incentives, role congruity, supervisor support, mentoring and training, opportunity to apply new skills, performance feedback and goal setting. However, work environment with unclear vision, objectives, badly defined systems, (opaque management), nepotism, poor working condition (hot, and noisy environment), poor interpersonal relationships lead to low employee motivation thus disengagement of workers in an organization.

It is the quality of the employees' workplace environment that most impacts on their level of motivation. Additionally, Chandrasekar (2011) asserts that the type of workplace environment in which employees operate determines whether or not organizations will prosper. The workplace environment consists of physical factors which include the office layout and design among other factors; while the psychosocial factors include working conditions, role congruity and social support. Other aspects of the workplace environment are the policies which include employment conditions. A better physical workplace environment fosters employee motivation. However, Rhacyella and Tielung (2018) reported that there is no significant relationship between working environment and employee motivation.

Employee Motivation and Employee Performance

According to Armstrong, (2007) one of the most fundamental concern when the company or organization wants to achieve good work performance is to understand how to motivate its employees. As such therefore, it is important to understand the factors that motivate people and how such factors are to be employed. It is important as well to understand different theories which are in line in explaining the extent to which organizations need to think of their human resource responsible in producing the output needed by organizations to meet their objectives and performances. However, Sharaeva and Zhi Chao (2019) revealed that there is no relationship between employee motivation and performance.

Atim and Lugasha (2005) made a research on staff motivation and performance in public universities focusing on Gulu University. The study used both cross section and descriptive research designs. The regression model indicated that 0.95 or 95% of the respondents agreed that there is positive relationship between the two variables. It indicates that employees who are treated right is a strong determinant of employee motivation and

performance. Findings emphasize that treating people right is fundamental to creating organizational effectiveness and success. They stated that public universities must develop ways to treat their employees so that they are motivated and satisfied; employees must behave in ways to help their organization become effective and high performing. Atim and Lugasha (2005) didn't mention how continuous feedback to employees improves effective performance in an organization. Thus, the current study seeks to fill this gap.

The discourse on how intrinsic and extrinsic motivation can enhance employee performance (Ramlall, 2008). Kalimullah (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction and improved employee performance. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work.

When an employee is having a clear purpose and is motivated, he would work efficiently to achieve his /organizations goals and objectives effectively. Therefore, both employee and organization development are achieved. Lathan and Pinder (2005) revealed that there is a significant positive relationship between motivation and performance. Motivation is a key determinant of job performance and a poorly motivated force will be costly in terms of excessive staff turnover, higher expenses, negative morale and increased use of managements' time (Jobber, 2004).

Green (2000) stressed that motivation to be proactive in the sense of; in dealing with employees who are high performers, motivation is essential, otherwise their performance will decline or they will simply leave the job. While dealing with low performers, motivation is a prerequisite; otherwise these employees will drag results down, lower productivity and certainly would not leave the organization, as they will have nowhere else to go. Darmon (2004) believe motivation is the educating of employees to channel their efforts towards

organizational activities and thus increasing the performance of the said boundary spanning roles.

Motivation is important in the organization to boost morale among employees in order to achieve their goals. Motivated employees help the organization to become more success because motivated employees are consistently looking forward to improve their work performance (Ali & Ahmed, 2009). The outcome from a motivated employee will produce high level of productivity since they are enjoying their work. Therefore, they feel satisfied in the workplace which resulted in lower absenteeism and reducing turnover rate. It is not an easy task especially for the managers to retain highly motivated employees within the organization as they are the valuable assets of the organization to achieve success in the future (Kreisman, 2002). Employees are the human capital to the organizations, and performance of them within an organization which can lead to organizational prosperity or failure (Salleh et al., 2011).

Employee motivation is a process whereby one individual has the willingness to fulfil their needs. Individual needs can be in term of survival needs, safety, social, esteem and self-actualization. This need will lead the individual to perform better in their career in the simple they can perform in their job performance. Performance can be on their customers, salary or others. Chaudhary and Sharma (2012) argued that motivated employees are inclined to be more productive than non-motivated employees If employee is satisfied and happy, then he/she will do his/her work in an extremely amazing manner. The result will be good, and to add motivated employee will motivate other employees in office. Chaudhary and Sharma (2012) states that, study shows that the employee motivation has direct effect on gainfulness and development. A highly motivated employee tries his or her best in carrying out each and every aspect of his or her duties and responsibilities. Improved job performances of the employee will increase the value to the organization itself and to the employee's productivity. In order to increase work effectiveness and performance, it is important to address a number of issues, including

increasing motivation among employees, making them feel satisfied with their job and increasing their-job related wellbeing in general (Bogdanova & Naunivska, 2008). A motivated person has the familiarity with particular goals must be accomplished in particular ways, according on how he or she coordinates the push to attain that such goals (Owusu, 2012). It means that motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions. Therefore, when workers are motivated, their ability to increase productivity will be high (Ali and Ahmed, 2009). Employees' motivation is one of the policies managers take to increase effectual job amongst employees in organizations (Olluseyi & Ayo, 2009).

Working Environment and Employee Performance

Job Performance is a very significant factor for any organization in order to achieve and accomplish the assigned tasks efficiently and effectively which can lead to the profitability for the organization and means of satisfaction for employee (Muchhal, 2014). However, in most organization the performance of employee is affected by several factors among those working environment, in which employee perform their tasks, plays a great role towards affecting employee performance positively or negatively (Chandrasekhar, 2011).

Several studies revealed that there is relationship between working environment and employee job performance. If there is appropriate, fitting and suitable working environment in terms of physical design as well as psychosocial it highly increases the performance of employees (Chandrasekhar, 2011). Khan et al (2011) examined the impact of working environment and infrastructure on employee performance in education sector in Pakistan and the result showed that there is a positive relationship between reward and employee performance.

Al-Omari and Okasheh (2017) investigated their study on the influence of workplace environment on job performance the case of engineering company in Jordan and the result showed that there is a positive relationship between physical environment and job performance and also they suggested that employers should have to take courage and make the working environment suitable in order to increase employees job performance. However, Aditya Kindangen and Tielung (2015) reported that only the employee welfare has significant influence on employee performance, while the others variables have no significant.

Khan et al (2011) examined the impact of working environment and infrastructure on employee performance in education sector in Pakistan and the result showed that there is a positive relationship between reward and employee performance. Al-Omari et al, (2017) investigated their study on the influence of workplace environment on job performance the case of engineering company in Jordan and the result showed that there is a positive relationship between physical environment and job performance and also they suggested that employers should have to take courage and make the working environment suitable in order to increase employees job performance. It is evident that, there is insufficient literature that could help comprehending the relationship of working environment and employee performance among private companies in Uganda. This study, therefore, shall examine the relationship that exists between working environment and employee performance among employees of Harris International Ltd, Kawempe division, Kampala.

Hypothesis

- (i) There is a significant relationship between working environment and motivation among employees of Harris International Ltd.
- (ii) There is a significant relationship between motivation and performance among employees of Harris International Ltd.

- (iii) There is a significant relationship between working environment and performance among employees of Harris International Ltd.

Chapter Three

Methodology

Introduction

This chapter presents the methodology that was used to carry out this study. It presents the research design, population, sample, research instruments and measures, procedure, data management, data quality control, validity of the research instruments and data analysis.

Research Design

A correlation research design was applied in the study so as to establish the relationship that exists between the working environment, employee motivation and employee performance of Harris International Ltd. In this design data was presented into statistical information using Statistical Package for Social Scientists (SPSS) to establish whether the variables are correlated.

Area of Study

The study was carried out at Harris International Ltd, Kawempe division in Kampala. Kampala district is located in the central region of Uganda and it covers an area of 7,926 square kilometers. Kampala district is divided into five divisions; Kampala Central Division Kawempe, Rubaga Division lies in the western part of the city, bordering Wakiso District and Makindye Division is in the southeastern corner of the city, bordering Wakiso District to the south and west, and the coordinates of Makindye Division and Nakawa Division lies in the eastern part of the city, bordering Kira Town to the east, Wakiso District to the north.

Population

The population for this study included 65 employees of Harris International comprising of both male and female workers from all departments.

Sample Size Determination and Sampling Strategy

A total of 52 participants were selected from the population of 65 employees to participate in answering the questionnaire. The researcher used simple random sampling technique with the help of the Morgan and Krejcie Table (1970). In simple random sampling, each member of a population had an equal chance of being included in the sample. A simple random sampling technique allows every member of the population to get an equal opportunity to be included in the study and reduced biases in selecting samples.

Inclusion and Exclusion Criteria

Employees who accepted to participate and available on the company's pay roll and present at work place on the day of data collection, were included in the study. However, employees who were below 18 years, those who did not consent, and not present on the day of the data collection were excluded from the study.

Research Instruments and Measures

Self-administered questionnaires were designed from the constructs defined above. The questionnaire measured the relationship between working environment and employee motivation employee motivation and employee performance and relationship between working environment and employee performance. A purposive developed self-administered questionnaire, comprising of closed ended questions that required each respondent to choose the preferred option from the alternatives given including the respondents back ground, age and sex where section A examined the respondents bio data, section B measured working environment, Section C measured employee motivation and section D measured employee performance. Working environment questionnaire adopted from Awoke (2019), Employee motivation questionnaire adopted from Chaudhary, and Sharma (2012), and Employee performance questionnaire adopted from Goodman and Svyantek (1999).

Procedure

The researcher obtained an introductory letter from the Department of Organizational and Educational of Psychology Makerere University introducing him to the organization seeking for permission and approval to collect data and then the researcher went to the field to gather the required information for research. This was done directly in the field and confidentiality was observed by the researcher in order to get the required information. This did not cause harm to the respondents due to the fact that the researcher first created peaceful environment in order to get the required information from the respondents.

Data Management

The researcher thoroughly checked the questionnaires to ensure that all the relevant questions were selected. Information collected was then tabulated and analyzed into meaning full findings by use of code of scales to present the questions were ticked by the respondents. Data was analyzed using Statistical Package for Social Sciences (SPSS) to find out the correlation between variables. This study took a period of four days in which the researcher was able to collect data, analyze and write the report.

Data quality Control

For control of the quality for data collected, validity and reliability of the questionnaires was conducted. The supervisor critically analyzed the instruments and suggested changes where necessary to ensure that the items measure were intended to measure in order to ascertain the validity of the questionnaire.

Reliability of Study Instruments

The questionnaire were pilot tested among 8 participants in another industry not selected for data collection. Necessary adjustments were made to the questions to ensure clarity. The items

on the questionnaire were organized under the sections of working environment, employee motivation and job performance. The Cronbach's Alpha score for all items was above .70, the questionnaires were therefore considered reliable. The researcher ensured reliability by using instruments that had previously been used by other researchers to carry out research and also make conclusions on the relationships of the variables in question.

Validity of the Research Instruments

The face and content validity of the research instrument was ensured by comparing its items with previous similar studies and by matching them with stated objectives, and the formulated research hypotheses. Besides copies of the prepared questionnaire were made available to the research supervisor for vetting, review, critiquing, necessary amendment and corrections. The questionnaire was written in simple English and translated for employees who did not understand English.

Data Analysis

The data collected from the field, was crossed checked for completeness and coded. The coded data were analyzed using a computer program called Statistically Package of Social Scientists (SPSS) and summarized into frequencies and percentages. Pearson Product Correlation Coefficient(r) was used to test the significance of the hypothesis 1, 2 and 3.

Anticipated problems/ limitations and Solutions

Participants who were suspected of being biased when answering the questions asked. This was managed by explaining to them the purpose of the research and informing them how safe their information is to be. Besides that, participants who were suspected of fearing to provide data with complete honesty and openness. This was managed by assuring participants of confidentiality on the information provided.

Ethical Consideration

The researcher ensured privacy confidentiality and explained to participants the main purposes of the research, this helped to inform participants that the research was purely academic before engaging them in the study. More so the researcher took into account the consent of the respondents, avoidance of forgery and plagiarism was considered when presenting the researcher's methodology and findings.

Chapter Four

Results

Introduction

This chapter consists of results and interpretation of the findings in line with the objectives and hypothesis; data is presented in form of frequencies and percentages followed by correlations between Working environment, Employee motivation and Job performance.

Descriptive statistics

Respondents were asked to indicate their gender, age bracket, job status, level of education and number of years spent on the job. The results were obtained and computed into frequencies and percentages using SPSS as shown in the tables below;

Table 1: Gender of Respondents

	Frequency	Percent (%)
Female	14	27.9
Male	36	72.1
Total	52	100.0

Results in table 1 shows that there were more respondents for males (72.1%) than females with (27.9%). This implies that the Harris International limited prefers employing more male workers than female ones, since they are presumed to be more hardworking than their female counterparts.

Table 2: Age Bracket of Respondents

	Frequency	Percent (%)
(20-29years)	42	80.6
(30-39 years)	8	15.4
(40-49 years)	2	3.2
Total	52	100.0

Results in table 2 above shows that more respondents were between 20-29 years (80.6%) followed by the respondents between 30-39 years (15.4%), and respondents of 40-49years

(3.2%). This implies that workers of age group between 20-29 years are the most considered by the organization as more devoted to work than other age groups.

Table 3: Marital status of Respondents

	Frequency	Percent (%)
Single	34	65.2
Married	8	15.6
Divorced	10	19.2
Total	52	100.0

Results in table 3 show that more respondents were single (65.2%), followed by divorced ones (19.2%) and then married (15.6 %). This implies that single employees are the majority because they are considered more committed at work than the married ones.

Table 4: Job Status of Respondents

	Frequency	Percent (%)
Top	7	11.6
Middle	26	51.8
Lower	19	36.5
Total	52	100.0

Table 4 above shows that 51.8% of the respondents were of middle level management in the organization, followed by 36.5% and 11.6% for top level management. This implies that the organization has more of middle level management workers than those of the levels like top and lower level.

Table 5: Highest Level of Education of Respondent's

	Frequency	Percent (%)
Diploma	8	14.5
Degree	44	85.5
Total	52	100.0

The study findings in table 5 indicated that 85.5% of the respondents were degree holders and 14.5% were diploma holders. This implies that majority of the employees of Harris International are degree holders and a few diploma holders.

Table 6: Period in Service by Respondents

	Frequency	Percent (%)
(less than year)	40	76.9
(2-3) years	5	9.6
(11-15 years)	5	9.6
(21 years and above)	2	3.8
Total	52	100.0

The findings indicated that 76.9% of the respondents had worked for 0-1 year and 9.6% had working experience of (6-10 years) as well as (11-15 years). This implies that Harris International limited has a good number of workers who have worked for (0-5 years) than other years.

Inferential statistics

1. Objective one was to examine the relationship between working environment and motivation among employees of Harris International Ltd.

Table 7: The Relationship between Working environment and Employee motivation

		Working Environment	Employee Motivation
Working Environment	Pearson Correlation	1	.467**
	Sig. (2-tailed)		.000
	N	52	52
Employee Motivation	Pearson Correlation	.467**	1
	Sig. (2-tailed)	.000	

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

Hypothesis one stated that there is a significant relationship between working environment and employee motivation. The findings in table 7 above show that there is a significant positive relationship between working environment and employee motivation ($r=.467^{**}$, $p=.000$). This is because p value is less than the level of significance (0.01) in magnitude ($p<0.01$). Therefore, the alternative hypothesis is retained and it is concluded that there is a significant positive relationship between working environment and employee motivation.

2. Objective two was to examine the relationship between motivation and performance among employees of Harris International Ltd.

Table 8: The Relationship between Employee motivation and Employee Performance

		Employee motivation	Employee performance
Employee motivation	Pearson Correlation	1	.608**
	Sig. (2-tailed)		.000
	N	52	52
Employee performance	Pearson Correlation	.608**	1
	Sig. (2-tailed)	.000	
	N	52	52

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

Hypothesis two stated that there is a significant relationship between employee motivation and employee performance. The findings in table 8 above show that there is a significant positive relationship between employee motivation and employee performance ($r=.608^{**}$, $p=.000$). This is because p value is less than the level of significance (0.01) in magnitude ($p<0.01$). Therefore, the alternative hypothesis is retained and it is concluded that

there is a significant positive relationship between employee motivation and employee performance.

3. Objective three was to examine the relationship between working environment and employee performance.

Table 9: The Relationship between Working environment and Employee Performance

		Working Environment	Employee Motivation
Working Environment	Pearson Correlation	1	.316**
	Sig. (2-tailed)		.000
	N	52	52
Employee Motivation	Pearson Correlation	.316**	1
	Sig. (2-tailed)	.000	
	N	52	52

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

Hypothesis three stated that there is a significant relationship between working environment and employee performance. The findings in table 9 above show that there is a significant positive relationship between working environment and employee performance ($r=.316^{**}$, $p=.000$). This is because p value is less than the level of significance (0.01) in magnitude ($p<0.01$). Therefore, the alternative hypothesis is retained and it is concluded that there is a significant positive relationship between working environment and employee performance.

Chapter Five

Discussion, Conclusions and Recommendations

Introduction

This chapter represents, discussion of findings in relation to literature, conclusion and recommendations.

The discussion is done according to the following objectives:

1. To examine the relationship between working environment and employee motivation.
2. To examine the relationship between employee motivation and employee performance.
3. To examine the relationship between working environment and employee performance.

Discussion

Working Environment and Employee Motivation

Working environment is significantly related to employee motivation. This implies that better working environment leads to an improvement in motivation among employees of Harris International limited. In agreement with this study, Porter et al, (2016) argued that working in a better work environment makes employees motivated and engaged. Several factors are usually associated with the poor work environment thus the need for management of the organizations to be responsible for ensuring stable work environment so that their employees can work safely. Aspects of the work environment such as pay, salary, growth opportunities, job design, and recognition may be relatively a need for employee motivation thus work environment influences motivation (Porter, Riesenmy, and Fields, 2016).

Also consistent with this study, Chandrasekar (2011) asserts that the type of workplace environment in which employees operate determines whether or not organizations will prosper. The workplace environment consists of physical factors which include the office layout and design among other factors; while the psychosocial factors include working conditions, role congruity and social support. Other aspects of the workplace environment are the policies which include employment conditions. A better physical workplace environment fosters employee motivation. In disagreement with the current study, Rhacyella and Tielung (2018) reported that there is no significant relationship between working environment and employee motivation.

Consistent with the current study, Chaudhary and Sharma (2012) argued that motivated employees are inclined to be more productive than non-motivated employees. If an employee is satisfied and happy, then he/she will do his/her work in an extremely amazing manner. The result will be good, and to add a motivated employee will motivate other employees in the office. Chaudhary and Sharma (2012) states that, study shows that the employee motivation has a direct effect on gainfulness and development. A highly motivated employee tries his or her best in carrying out each and every aspect of his or her duties and responsibilities. Improved job performances of the employee will increase the value to the organization itself and to the employee's productivity. In agreement with this study, Bogdanova and Naunivska, (2008) stated that in order to increase work effectiveness and performance, it is important to address a number of issues, including increasing motivation among employees, making them feel satisfied with their job and increasing their-job related wellbeing in general.

Employee Motivation and Employee Performance

Employee motivation is significantly related to employee performance. This implies that a worker who is highly motivated has the potential of performing well on the job. Consistent with the current study findings, Atim and Lugasha (2005) made a research on staff motivation and performance in public universities focusing on Gulu University. The study used both cross section and descriptive research designs. The regression model indicated that 0.95 or 95% of the respondents agreed that there is a positive relationship between the two variables. It indicates that employees who are treated right is a strong determinant of employee motivation and performance. However, inconsistent with current study, Sharaeva and Zhi Chao (2019) revealed that there is no relationship between employee motivation and performance.

In agreement with the current study findings, Kalimullah (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in

that direction and improved employee performance. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Still consistent with the current study findings, Lathan and Pinder (2005) revealed that there is a significant positive relationship between motivation and performance. In agreement with current study findings, (Jobber, 2004) reported that motivation is a key determinant of job performance and a poorly motivated force will be costly in terms of excessive staff turnover, higher expenses, negative morale and increased use of managements' time.

In agreement with this study, Bogdanova and Naunivska, (2008) stated that a highly motivated employee tries his or her best in carrying out each and every aspect of his or her duties and responsibilities. Consistent with the current study, Owusu, (2012) stressed that mproved job performances of the employee will increase the value to the organization itself and to the employee's productivity. In order to increase work effectiveness and performance, it is important to address a number of issues, including increasing motivation among employees, making them feel satisfied with their job and increasing their-job related wellbeing in general). Also consistent with this study, (Ali and Ahmed, 2009), reported that motivated person has the familiarity with particular goals must be accomplished in particular ways, according on how he or she coordinates the push to attain that such goals. It means that motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions. Therefore, when workers are motivated, their ability to increase productivity will be high.

Working Environment and Employee Performance

Working environment is significantly related to employee performance. This implies that a better working environment improves employee performance at the work place. In agreement with the current study findings, Khan et al (2011) examined the impact of working environment and infrastructure on employee performance in education sector in Pakistan and

the result showed that there is a positive relationship between reward and employee performance.

In agreement with the current study findings, Al-Omari and Okasheh (2017) investigated their study on the influence of workplace environment on job performance the case of engineering company in Jordan and the result showed that there is a positive relationship between physical environment and job performance and also they suggested that employers should have to take courage and make the working environment suitable in order to increase employees job performance.

In disagreement with the current study, Aditya Kindangen and Tielung (2015) reported that only the employee welfare has significant influence on employee performance, while the others variables have no significant. Consistent with the current study findings, Khan et al (2011) examined the impact of working environment and infrastructure on employee performance in education sector in Pakistan and the result showed that there is a positive relationship between reward and employee performance.

Consistent with the current study, Leblebici (2012) stated that the workplace environment can determine the level of employee's motivation, subsequent performance and productivity. The organization workplace environment influences the employee's error rate, level of innovation and collaboration with other employees, absenteeism and ultimately time period to stay in the job. Pech and Slade (2006) argued that the employee disengagement is increasing and it becomes more important to make workplaces that positively influence workforce. According to Pech and Slade the focus is on symptoms of disengagement such as distraction, lack of interest, poor decisions and high absence, rather than the root causes. The working environment is perhaps a key root causing employee's engagement or disengagement.

Conclusion

This section consists of the conclusions to the findings established in the relationships between working environments, employee motivation and employee performance among employees of Harris International Ltd.

According to the research findings, there is a significant positive relationship between working environment and employee motivation. This implies that a better working environment promotes motivation among employees.

Since the findings indicate that there is a significant positive relationship between employee motivation and employee performance. This can be explained that employees who are motivated have high chances of performing well at the work place.

Lastly, there is also a significant positive relationship between working environment and employee performance. This implies that a better working environment leads to better employee performance.

Conclusively, the present study provides a basis and implications for further investigation on the relationship between working environment, employee motivation and job performance among employees Harris International limited.

Recommendations

Basing on the findings, the administration of Harris International needs to improve on working environment in order to motivate employees at work place.

Government needs to educate and sensitize employers on the benefits of better working environment. The government should set policies that private organizations have to follow to support employees and perform well.

Areas for Further Research

The researcher suggests that further research should be done on the relationship between working environment, employee motivation and employee performance in different companies. This will help in creating awareness among employers in both the private and public companies about benefits of better working environment. It will in turn motivate the government and proprietors and all other stake holders to come up with better strategies of ensuring better working environment and improve employee motivation and employee performance.

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Appendices

Appendix I: Questionnaire

Introduction

Dear respondent, this questionnaire seeks to obtain data on working environment, employee motivation and employee performance. The study is purely for research purposes and your responses will be treated with confidentiality. I kindly request you to spare some time and respond as honestly as possible.

SECTION A: BIOGRAPHICAL INFORMATION

1. What is your Gender?

1) Male ☐ 2) Female ☐

2. Age range.

1) 20 -29 ☐ 2) 30 – 39 ☐ 3) 40 – 49 ☐

3. What is your job status?

4. What is your marital Status?

1) Single ☐ 2) Married ☐ 3) Divorced ☐

1) Top ☐ 2) Middle ☐ 3) Lower ☐

4. Level of education

1) Diploma ☐ 2) Degree ☐

5. Number of years spent on the job.

1) Less than 1 year ☐ 2) 2 -3 Years ☐ 3) 4 – 5 Years ☐ 4) 6 years and above ☐

SECTION B: WORKING ENVIRONMENT

Rate yourself by circling on how often you do or feel about each statement below using the scales from 1 to 5. (Please take your time).

Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
1	2	3	4	5

	Working environment Items	Responses				
1.	My job exposes me to excessive heat	1	2	3	4	5
2.	I keep watching the clock while working	1	2	3	4	5
3.	My work puts me under pressure all the time	1	2	3	4	5
4.	I get support from my colleagues	1	2	3	4	5
5.	People in my workplace are friendly	1	2	3	4	5
6.	I can get helpful feedback from my supervisor	1	2	3	4	5
7.	My job requires a lot of physical effort	1	2	3	4	5
8.	My work is uninteresting	1	2	3	4	5
9.	I work long hours than I would like	1	2	3	4	5
10.	The new things I have learnt can lead to promotions	1	2	3	4	5
11.	The machineries in the organization are placed in such a way that is appropriate to operate them.	1	2	3	4	5
12.	I am praised regularly for my good work.	1	2	3	4	5
13.	I have the authority to correct daily problem when they occur	1	2	3	4	5
14.	Work doesn't interfere with my time for family and friends.	1	2	3	4	5

SECTION C: EMPLOYEE MOTIVATION

Rate yourself by circling on how often you do or feel about each statement below using the scales from 1 to 5. (Please take your time).

Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
1	2	3	4	5

	Motivation Items	Responses				
1.	I am motivated in doing what I do	1	2	3	4	5
2.	Am motivated in doing things the way I do them	1	2	3	4	5
3.	I have confidence in doing what I am able to do	1	2	3	4	5
4.	I am motivated to hold my ground in the face of my work pressures	1	2	3	4	5
5.	I have the capacity to pick myself up after suffering a set back	1	2	3	4	5
6.	I lose motivation when I cannot do what my colleagues can do	1	2	3	4	5
7.	I am disappointed that my efforts to motivate my group members are futile	1	2	3	4	5
8.	I lose motivation especially when my boss shouts at me	1	2	3	4	5
9.	There are other things other than my salary that motivate me	1	2	3	4	5
10.	I have the ability surmount to obstacles and challenges before me	1	2	3	4	5

SECTION D: EMPLOYEE PERFORMANCE

Rate yourself by circling on how often you do or feel about each statement below using the scales from 1 to 5. (Please take your time).

Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
1	2	3	4	5

	Performance Items	Responses				
1.	I help other colleagues who are absent from duty	1	2	3	4	5
2.	I take time to listen to coworkers' problems and worries	1	2	3	4	5
3.	I take a personal interest in other employees	1	2	3	4	5
4.	I get out of the way to help new employees	1	2	3	4	5
5.	I give advanced notice when unable to come to work	1	2	3	4	5
6.	My attendance at work is always above the norm	1	2	3	4	5
7.	I tend to take undeserved work breaks	1	2	3	4	5
8.	I obey informal rules created to maintain order during duty	1	2	3	4	5
9.	I fulfill all the requirements of my job	1	2	3	4	5
10.	I have the skills and expertise to perform my job-related tasks	1	2	3	4	5
11.	I can manage more tasks in my job than one typically assigned to me	1	2	3	4	5
12.	I feel I appear suitable for a higher-level role than the one I do	1	2	3	4	5
13.	I have the required skills in all areas of my job	1	2	3	4	5
14.	I perform well in my overall job by carrying out tasks as expected	1	2	3	4	5

Thank you for your cooperation

Appendix II: Time schedule

Time Frame	Activity	Person In Charge	Remarks
October 2021	Proposal Writing and Presentation	Researcher And Supervisor	
October 2021	Approved By Ethical Committees	Researcher And Head Of Department	
October 2021	Pretesting of Questionnaire	Researcher	
October 2021	Data Collection	Researcher	
February 2022	Result Presentation	Researcher	
March 2022	Final Report	Researcher	

Appendix III: Budget

Details	Quantity	Unit Price (Shs)	Total Amount (Shs)
Printing Paper	1 Ream	16,000	16,000
Biro Pens	10	1,000	10,000
Spring Files	3	2,000	6,000
Stapler	1	5,000	5,000
Stapler Remover	1	5,000	5,000
Staple Wires	1 Box	1,500	3,000
Paper Punch	1	7,000	7,000
Photocopying & Biding	3	10,000	30,000
Final Book, Printing & Biding	3	10,000	30,000
Grand Total			614,000

Appendix IV: Sample Size Determination Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Source: Krejcie & Morgan, Determining sample size for research activities.

NOTE:

“N” is Population size

“S” is sample population

Appendix V: Data Collection Letter

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COLLEGE OF HUMANITIES AND SOCIAL SCIENCES
SCHOOL OF PSYCHOLOGY
DEPARTMENT OF EDUCATIONAL, SOCIAL AND ORGANIZATIONAL PSYCHOLOGY

21st January, 2022

**HARRIS INTERNATIONAL LTD
RECEIVED
09 FEB 2022**

Dear Sir/Madam,

**RE: RECOMMENDATION FOR MR. MWEBAZE COLLINS,
REG. NO. 18/U/7912/PS**

The above named is a student in our department offering Bachelor of Industrial and Organizational Psychology degree of Makerere University. He is required to carry out a compulsory research and his research topic is Working Environment, Motivation and Performance among Employees of Harris International Ltd. Kawempe Division Kampala.

He is seeking to obtain information from your Organization that could help him in his research.

Any help you offer to him regarding this study will be highly appreciated as it will help him successfully undertake his research and fulfill the partial requirements for the Award of a Bachelor's Degree.

Yours sincerely,

Emphaze Mugabi

**Mr. Emphaze Mugabi
SUPERVISOR**

**DEPARTMENT OF EDUCATIONAL, SOCIAL AND ORGANIZATIONAL PSYCHOLOGY
01 FEB 2022**