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Influence Of Work Environment on Health Workers Performances: Case of Yei River County Health Facilities – South Sudan

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ijotm.utamu.ac.ug
email: ijotm@utamu.ac.ug

Simaya Ladu James
Universal Technology and Management University
Email: simayaladu@gmail.com

Dr J.M.O. Tukei
Universal Technology and Management University
Email: tukeiokwadi@yahoo.co.uk

Abstract

This study explores the relationship between the working environment and the performance of healthcare workers in Yei River County, South Sudan. Using a descriptive research design with a quantitative approach, data were collected through self-administered questionnaires distributed to a sample of 133 healthcare workers. The questionnaire employed a five-point Likert scale to assess perceptions of various environmental factors, such as safety, resources, organizational culture, and policy awareness. Data analysis involved the use of descriptive statistics (means and standard deviations) and inferential statistics, including Pearson product-moment correlation and ANOVA tests, to examine the strength and significance of relationships between the work environment and health worker performance. Results indicated a moderate positive correlation ($r=0.32$, $p=0.006$) between work environment and performance levels of health workers in Yei River County. However, challenges such as inadequate safety standards, limited policy awareness, and burnout were identified as barriers to optimal performance of health workers. Based on these findings, the study recommends that the Ministry of Health and local authorities in Yei River County should undertake infrastructural improvements, regular safety assessments, staff training on policies, and workload management strategies to foster a safer, more motivating work environment that enhances healthcare quality in Yei River County.

Key words: *Health care, Work Environment, performance, Yei River County.*

Introduction

The work environment refers to the physical, social, psychological, and organizational conditions and factors that surround and influence individuals within a workplace setting. It encompasses the physical infrastructure, facilities, and amenities available in the workplace, as well as the social dynamics, interpersonal relationships, and communication patterns among employees. Moreover, the work environment includes organizational culture, policies, leadership styles, management practices, and the overall climate or atmosphere prevailing within the workplace. A conducive work environment supports employee well-being, engagement, productivity, satisfaction, and performance.

Workplace environment encompasses all the relationships between employees and the physical and social setting where they carry out their daily tasks. As Kohun (2018) explains, it is the sum of interactions, support systems, and conditions that shape how employees feel and perform. This environment directly influences individual performance and overall company success. When the environment is positive, it encourages employees to work harder, stay motivated, and stay committed. Conversely, poor working conditions can lead to stress, dissatisfaction, and high turnover rates. For businesses, a welcoming and supportive environment offers a clear competitive advantage. Such workplaces attract highly skilled workers and help retain top talent long-term. Employees prefer to stay where they feel valued and comfortable, which reduces recruitment costs and improves productivity.

Research by Roberts (2021) and Miller et al. (2020) shows that unfavourable work conditions cause serious issues=-09specially in healthcare settings. Long working hours, a lack of sufficient resources, and constant demands lead healthcare workers to experience fatigue and burnout. These conditions take a toll on their mental health and decrease the quality of care they can provide. As a result, patient safety and health outcomes suffer. On the other hand, hospitals and clinics that improve working conditions by offering adequate resources, reasonable hours, and support see a boost in service quality. Better work environments lead to happier staff, fewer mistakes, and improved patient recovery rates.

A recent study conducted by Abdi Ali Abdi and Abdi Mohamed Abdi in (2024) at Kenyan hospitals highlights this connection. They found that improving the workplace environment accounted for around 10.2% of employees' overall performance. The study used a descriptive research approach, carefully examining how various environmental factors impacted healthcare workers' productivity. It stressed that although the hospital provided employees with necessary tools and equitable work hours, gaps still existed particularly around balancing work and personal life and ensuring fair pay. These issues added stress and hindered performance. This indicates that even when basic needs are met, other aspects of the work environment can significantly influence employee output.

Supporting this idea, MJ Edem, EU Akpan; NM pepple (2017). study in Nigeria examined how workplace conditions affect health workers' performance. He found that financial incentives like bonuses and salary increases can temporarily lift motivation. However, their effects fade with time and are less impactful compared to the overall working environment. What truly shapes performance are factors like proper supervision, recognition, job aids, clear goals, and a respectful atmosphere. These elements foster loyalty and reduce employee turnover. They also improve teamwork, reduce errors, spark creativity, and lower absenteeism. Many health workers leave jobs because of poor relationships with managers or because the work setting no longer feels safe or supportive. Improving these aspects can turn a workplace into a space where employees want to do their best every day.

Multiple studies confirm that the work environment influences employees in many ways. A study by Li J, Bonn MA, and Ye BH (2019) underscore the importance of a healthy workplace and he stated that When staff perceive the environment as unsafe or negative, they tend to withdraw or underperform. This can cause a decline in overall hospital or clinic productivity. If employees are unhappy and feel unsupported, they are more likely to take unplanned leave or develop mental health issues. These problems cost organizations money and can even threaten their growth.

A workplace that is safe, clean, and dependable promotes employee engagement and creativity. When workers feel secure, they are more willing to take on challenges and improve their skills. A supportive environment also fosters loyalty, reducing turnover and recruitment costs. Such workplaces help staff stay focused and motivated. They encourage workers to give their best, which ultimately benefits the organization in terms of higher productivity and better service delivery.

A study by MC Cunnen (2019) highlights that respect is a key trait of a healthy work environment. Respectful workplaces make employees feel valued, which leads to better engagement and performance. When staff are respected and supported by managers, they tend to work harder and show more initiative. The culture of respect also sparks new ideas and fosters innovation. This kind of environment pushes employees to think creatively and take ownership of their work. High-performance cultures that promote respect tend to be safer, with fewer errors and less fraud.

In today's job market, companies that build and maintain a positive work atmosphere gain a big edge. A respectful, safe, and nurturing environment makes employees more committed and less likely to leave. This reduces recruitment costs and helps the organization grow steadily. It also improves safety measures, leading to fewer accidents and incidents.

Methods

Study Design and settings

A research design is defined as the scheme, outline or plan that is used to generate answers to the research problems. (Orodho, 2000). According to Kothari (2016), a research design constitutes the blueprint for collection, measurement and analysis of data. Therefore, the study employed a descriptive research design where quantitative methods was used to collect data from respondents. This is because it sought to establish the effect of motivation on Health workers performance.

A descriptive research design is defined as a process of collecting data in order to test hypotheses or to answer questions concerning the current state of the subjects in the study (Strauss and Corbin, 1994). In descriptive research, the study variables, that is independent and dependent variables are measured at the same point in time and this enable description as well as comparison of various factors associated with the study (Bhattacharjee, 2018).

The research strategy used in the study was a survey approach to collect quantitative data which was analysed using descriptive and inferential statistic of Pearson product moment correlation and regression analysis to determine the relationship between the work environment and the health workers performance.

Quantitative data for this study was obtained from the health facilities staff and from the key informant who are the administrators in the County Health Department (CHD). According to Creswell (2019) quantitative methods are more objective and help to investigate the relationships between the identified variables. Therefore, quantitative data was used in this study because the study aims to determine the relationship between the working environment and the health workers performance.

The study used a cross-sectional study due to the short time period where the study was conducted and according to Kothari (2016), a cross-sectional survey; contain multiple wealth of details, totality and variation which allows the author to understand fully how and where intervention may have worked collectively with correlated general effects. It also contributes significantly to a researcher's own learning process by shaping the skills needed to do good research.

Study Population

A population is an entire group of individuals or elements with some observable characteristics Ghauri and Grönhaug, (2005). Cooper and Schindler (2000) also stated that, a population is the total collection of elements about which we wish to make inferences.

According to Amin (2015), a target population is the population to which the researcher ultimately wants to generalize the results. This study involved all healthcare workers in the 18 operational health facilities in Yei River County which employs a total of 200 health workers.

Table 1: Target Population Distribution

Health Facility Type	Number of Health Workers	Percentage
Yei Hospital	86	43
PHCC	56	28
PHCU	46	23
CHD	12	6
Total	200	100

Source: CHD report, 2024

Sampling Size and Procedure

According to Burgess, (2017) a sample is a sub-set of the population that is usually chosen because access to all members of the population is prohibitive in time, money and other resource.

Therefore, since the total number of healthcare workers in Yei River County was known, the sample size for this study was determined using Slovin's Formula (1960),

$n = N \div (1 + Ne2)$, where n represents the required sample size that is statistically representative and N represents the target population size which is 200 healthcare workers. The e represents the confidence level (0.05) at 95% level of confidence. Therefore, the sample size for this study becomes $(200/1+200*0.05*0.05) = 133$.

Table 2: Sample size distribution.

Health Facility Type	Number of Health Workers	Percentage
Yei Hospital	57	43
PHCC	37	28

PHCU	31	23
CHD	8	6
Total	133	100

Sampling Techniques and Procedure

According to Sekaran (2003), sampling is the process of choosing the research units of the target Population which are to be included in the study. This study adopted both purposive and simple random sampling.

The selection of the key informants who are the administrators at the County Health department (CHD) for the study was based on purposive sampling, this method was justified because the focus of the researcher was to get in-depth information from the key informant to support the quantitative data and not simply generalizing and according to Bill (2018) purposive sampling enables a researcher to choose participants of his own interest based on education and experience.

Meanwhile, simple random sampling was used to select the respondents from the Hospital, Primary Health Care Centre (PHCC) and Primary Health Care Unit (PHCU) for the study. This method was justified for the study because it ensured that all subjects of the subgroups were given an equal chance of being selected. This minimized bias and simplified analysis of results and according to Creswell (2019), simple random sampling ensures that every member has an equal chance of being recruited into the sample.

Data Collection Methods

Mugenda and Mugenda (2015) define data as facts of known or available information. Data are more than information of experiences or memories of a teller of a life story. They are all the relevant materials, past and the present, serving as the bases for study and analysis.

Data collection therefore is the process of gathering such information from all the available sources with the main purpose of using such data in research or a study. The data collection was done using both open ended and closed ended questionnaires, survey design, interview guides and document review.

Therefore, this research employed quantitative data collecting techniques, with self-administered questionnaires being the sole means of gathering data from the randomly chosen healthcare professionals in Yei River County. This method was justified for data collection because it was easy to fill, analyse, compare among different groups and also economical in terms of time saving and energy.

Data Analysis

The quantitative data analysis that consists of numerical values from which descriptions such as mean and standard deviations was made (Kombo & Tromp, 2016). The quantitative data gathered was organized, numbered and coded then entered using SPSS.

The researcher used both descriptive and inferential statistics to analysed data. The descriptive statistics was used to show the face value of the measure of the factors that affect performance of

Health care workers in Yei River County. Inferential statistics such as Pearson product-moment correlation and simple linear regression analysis was used. The correlation coefficient was used to enable the researcher to establish the factors that affect performance of Health care workers by the predictor variables.
The researcher categorized the data collected in an orderly form using the 5 Likert scale used on the questionnaire as indicated below where 5= Strongly agree, 4= Agree, 3= Uncertain, 2= disagree, 1= Strongly Disagree.

Results

Table 3: Summary of the findings on working environment

KEY: **SA** = Strongly Agree, **A** = Agree, **N** = Neutral, **D** = Disagree, **SD** = Strongly Disagree, **STD** =Standard deviation

Source: *primary data from Researcher,2025.*

Items	statement	SA %	A %	N %	D %	SD %	Mean	STD	Conclusion
WE01	The work supplies and equipment are adequate to deliver the tasks allocated to the health workers.	16.8	46.5	16.9	16.9	2.8	3.58	1.051	Low impact
WE02	The safety of the work environment is regularly assessed in line with performance requirements	15.5	49.3	12.7	19.7	2.8	3.55	1.066	Low impact
WE03	There is employee's flexibility (existence of leaves) in their work stations	28.2	54.9	9.9	4.2	2.8	4.01	0.902	High impact
WE04	The health set up environment climate motivate employees to work more	25.4	47.9	12.7	12.7	1.4	3.83	1.000	High impact
WE05	The health facility culture allows employees to coexist with one another	25.4	46.5	9.9	14.1	4.2	3.75	1.118	Low impact
WE06	There are well defined health facility structure that propagates systematic work flows	26.8	38.0	12.7	19.7	2.8	3.66	1.158	Low impact
WE07	Conducive working environments enhanced quality health care	39.4	45.1	9.9	5.6	0.0	4.18	0.833	High impact
WE08	The MOH policies and procedures can promote Health workers ownership.	15.5	39.4	21.1	18.3	5.6	3.41	1.129	Low impact
WE09	There is a strong team spirit among the workers in the facility.	43.7	47.9	2.8	4.1	1.4	4.28	0.831	High impact

WE10	The employee's language of interaction in the work place creates a favourable service delivery.	31.0	49.3	4.2	12.7	2.8	3.93	1.060	High impact
	*** WEIGHTED AVERAGE VALVE**						**3.82**		

The Objective of the study was to analysed the relationship between working environment and the performance of health care workers in Yei River County. The respondents were asked to respond to a number of statements regarding working environment in Yei River County. The responses are summarized as indicated in Table 3 below.

This objective was scrutinized by using the descriptive statistics namely the mean and the standard deviation. The mean depicted the average response on a statement and standard deviation revealed the extent to which scores deviate from the mean. The study adopted a 5-liket scale that included; (5-Strongly Agree), (4-Agree), (3-Neutral), (2- Disagree) and (1-Strongly Disagree). The information was generated through a self-administered questionnaire and the results are presented in Table 3: below.

The first item (WE 01) pertained to work supplies and equipment, and sought to ascertain the opinion of health workers in Yei River County on the adequacy of these supplies and equipment in delivering their assigned tasks. The majority (63.4%) of respondents expressed agreement with the statement, while 19.7% expressed disagreement. However, 16.9% of respondents remained undecided. These results suggest that the work supplies and equipment in Yei River County health facilities were sufficiently adequate for health workers to deliver services to the populace. However, the presence of work supplies and equipment does not appear to motivate health workers in Yei River County to enhance their performance. A comparison of these results with the weighted average value shown in the table 3 above, reveals that work supplies and equipment have a negligible impact on the motivation of health workers, as their mean value of 3.58 is below the weighted average value of 3.82.

The second statement (WE 02) was designed to ascertain health workers' opinions on whether the safety of the work environment is regularly assessed in accordance with the performance requirements of the health workforce. The results revealed that 64.8% of respondents expressed agreement with this statement, while 22.5% expressed disagreement. Notably, 12.7% of health workers remained undecided. The findings of the study, as presented in Table 3, indicate that the safety of the work environment is routinely evaluated in accordance with the performance requirements of health workers. This evaluation exerts a minimal influence on the motivation of health care workers in Yei River County, as evidenced by its mean average value of 3.55, which falls below the weighted average value of 3.82.

The third item (WE 03) in Table 3 above pertains to the issue of employees' flexibility with regard to the location of their work stations. In an investigation into the question of employee flexibility (i.e. the existence of leave) in work stations, health workers in Yei River County were asked for their opinion. The majority (83.1%) of respondents expressed agreement with the statement, while 7% expressed disagreement. However, 9.9% of health workers remained undecided. The results of this study indicate that Health workers in Yei River County are flexible in their work stations, as evidenced by the mean value of 4.01, which is greater than the weighted average value of 3.8. This finding suggests that the provision of leave days to health workers in Yei River County serves as a motivational factor, encouraging them to exert more effort in their work.

The fourth item (WE04) was on the health set-up environment climate, which was found to motivate employees to work more. In an investigation into the correlation between the health set-up environment climate and employee motivation, it was found that the majority of health workers in Yei River County (73.3%) concurred with the statement. However, a significant proportion (14.1%) expressed disagreement, while a smaller percentage (12.7%) remained undecided. The findings suggest that the health set-up environment climate in Yei River County exerts a substantial influence on Health workers motivation, as evidenced by the mean value of 3.83, which exceeds the weighted average of 3.82, as depicted in Table 3.

The fifth item (WE05) concerned the health facility culture, which was found to facilitate employees' coexistence. When health workers in Yei River County were asked whether the health facility culture allows employees to coexist with one another, the majority (71.9%) expressed agreement, while 18.3% expressed disagreement with the statement. However, 9.9% of the health workers remained undecided. The findings of this study suggest that the organisational culture of the health facility in Yei River County fosters a conducive environment for employees to coexist harmoniously. However, the results also demonstrate that this culture exerts a negligible influence on the motivation levels of health workers in the area. The mean value of 3.75 indicated in Table 3 is lower than the weighted average value of 3.82.

The sixth item in Table 3 above (WE06) pertains to the presence of a well-defined health facility structure that fosters systematic workflows. In a survey of health workers in Yei River County, the majority (64.8%) expressed agreement with this statement, while 22.5% expressed disagreement. However, 12.7% of the health workers remained undecided. The findings of this study suggest the presence of a well-defined health facility structure in Yei River County, which is conducive to the effective implementation of systematic workflows. However, the impact on motivating health workers in the area is minimal, as evidenced by the mean value of 3.66, as presented in Table 3, which falls below the weighted average value of 3.82.

The seventh item (WE 07) in the above table pertains to the topic of conducive working environments and the enhancement of healthcare quality. In response to the inquiry regarding the impact of conducive working environments on healthcare quality, a majority of 84.5% of health workers in Yei River County expressed agreement with the statement, while 5.6% expressed disagreement. Notably, 9.9% of health workers remained undecided on this matter. The findings of this study suggest that the presence of conducive working environments has a significant impact on the motivation levels of health workers in Yei River County. The mean value of 4.18 indicated in Table 3 is greater than the weighted average value of 3.82, as demonstrated above.

The eighth item (WE 08) in Table 3 above pertains to the potential of MOH policies and procedures to foster health workers' ownership. In Yei River County, health workers were surveyed on their perspective regarding the capacity of these policies and procedures to promote ownership. The survey revealed that 54.8% expressed agreement, while 23.9% expressed disagreement with the statement. Notably, 21.1% of health workers remained undecided on this matter. These results suggest that while health workers in Yei River County hold the belief that MOH policies and procedures can promote ownership, the observed impact is minimal in terms of motivating them. The mean value of 3.41 indicated in Table 3 is lower than the weighted average value of 3.82.

The ninth item (WE 09) in Table 3 above concerns the presence of strong team spirit among the workers in the facility. In response to the question regarding the existence of such spirit, the majority of health workers in Yei River County expressed agreement, with 91.6% agreeing and 5.6%

disagreeing. However, 2.8% of health workers remained undecided. These results suggest that strong team spirit among health workers in the facility has a significant impact on their motivation in Yei River County. The mean value of 4.2, as indicated in Table 3 above, is greater than the weighted average value of 3.82.

The final item in Table 3, designated (WE10), pertains to the employees' language of interaction in the workplace and its impact on the creation of a favourable service delivery. In the context of Yei River County, health workers were surveyed on their stance regarding the employees' language of interaction in the workplace and its effect on service delivery. The results indicate a predominant consensus among 79.3% of respondents, who expressed agreement with the statement. However, a significant proportion of 15.5% expressed disagreement, while a residual 4.2% of health workers remained undecided on this matter. The findings of this study suggest that the language used by employees in the workplace has a significant impact on the motivation levels of health workers in Yei River County. This is evidenced by the mean value of 3.93, as presented in Table 3, which exceeds the weighted average value of 3.82.

Correlation analysis

To measure how the work environment affects the performance of health workers in Yei River County, both correlation and regression analyses were used. The Pearson correlation coefficient (r) checked how strongly the work environment and health worker performance are related. The coefficient of determination (R) was used to estimate how much the work environment influences performance. The significance level (p) was used to test the results against a threshold of 0.05.

Table 4: Correlation analysis on working Environment and Health workers performance

Correlations			
		Workers Performance	Environment
Pearson Correlation	Workers Performance	1.000	.325
	Environment	.325	1.000
Sig. (1-tailed)	Workers Performance	.	.003
	Environment	.003	.
N	Workers Performance	127	127
	Environment	127	127

Source: *primary data from Researcher,2025*

In order to establish the relationship between working environment and health worker Performance in Yei River County, the following hypothesis was used to guide the study:

Ho: There is no relationship between working Environment and performance of Health workers in Yei River County.

Ha: There is relationship between working environment and performance of Health workers in Yei River County

The data shown in Table 4 indicates a strong positive relation between the working environment and how well health workers perform. The correlation coefficient is 0.325 with a significance level of $p < 0.05$. This supports the idea that there is a connection between the two factors in Yei River County. However, it does not completely dismiss the null hypothesis. It can be said that a better working

environment helps improve the performance of health workers in the area. The findings suggest that when the working conditions are more favourable, health workers tend to perform better. Improving the work environment clearly leads to higher performance among health staff in Yei River County.

Regression analysis.

Kothari (2004) describes regression analysis as a method used to find the statistical connection between two or more variables. It helps to develop a model that predicts the value of one variable, called the dependent variable, based on one or more other variables, known as independent variables. In this study, the researcher performed the regression analysis by considering the different factors related to the independent variables and how they impact performance, as shown in Table 5 below.

Table 5: Regression analysis showing the influence of working environment on the performance of health workers in Yei River County

Model Summary									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.325a	.105	.092	.41760	.105	8.131	1	126	.006
a. Predictors: (Constant), Environment									

Source: ***primary data from Researcher,2025***

The results shown in Table 5 indicate that the working environment has a significant impact on the performance of health workers in Yei River County, with a correlation coefficient of 0.325. This suggests that the working environment plays an important role in determining how well health workers perform in this area. Because correlation does not automatically mean one factor causes the other, the coefficient of determination was calculated as R squared, which equals 0.105, or 10.5%. This means that the working environment explains about 10.5% of the differences in performance among health workers in Yei River County.

The statistical test for significance shows that this relationship is unlikely to be due to chance, with a p-value of 0.006, which is below the accepted threshold of 0.05. This confirms that a better working environment has a positive and meaningful effect on health workers' performance. In practical terms, improving the working environment will likely lead to better performance among health workers in Yei River County.

Table 6: ANOVA Table Analysis

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.418	1	1.418	8.131	.006b
	Residual	12.033	126	.174		
	Total	13.451	127			
a. Dependent Variable: Workers Performance						
b. Predictors: (Constant), Environment						

Source*: primary data from Reseacher,2025.*

As indicated in the ANOVA table above, we can draw the conclusion that the model has a moderate association in estimating the strength of the connection between the dependent and independent variables because the Sig. value in the ANOVA table is 0.006, which is less than 0.05 alpha value.

Discussion

The recent study revealed that a significant majority of health workers in Yei River County believe that the availability of work supplies and equipment is generally sufficient for providing health services to the community. Specifically, about 68 percent of these workers agreed that the health facilities are reasonably well-stocked with the necessary tools and equipment needed for their duties. This suggests that most health professionals feel they have what they need to do their jobs effectively. However, it is important to note that even with these supplies in place, the presence of adequate equipment does not seem to inspire health workers to improve their performance. This finding highlights an interesting gap between resource availability and motivation, implying that simply having the right tools does not automatically lead to higher productivity or better service delivery.

This idea aligns with the results of a different study conducted by MJ Edem,EU Akpan; NM pepple (2017). That research found that, despite health workers being well-equipped, their performance could be further enhanced by offering additional incentives, such as bonuses or performance-based rewards. In that study, participants reported that while tools and equipment are vital, these alone do not fully motivate staff to go above and beyond in their work. They suggested that extra motivation, possibly through financial rewards or recognition, could push health workers to serve the community more efficiently and with greater dedication. These insights point to a broader understanding that equipment and supplies are just one piece of the concern. To truly boost performance, health systems need to consider other motivating factors that inspire workers to deliver their best. This finding is also reinforced by another study carried out by Saudashahidah Dabar Abdi (2024), focusing on working conditions at Garissa County Referral Hospital. This research showed that the hospital generally provides the necessary tools, equipment, and reasonable working hours. Such conditions support a healthy and balanced work environment, which is crucial for maintaining staff well-being and job satisfaction. Despite these positives, the study revealed some critical issues. Many employees expressed dissatisfaction with their salaries, feeling that they are not fair or enough to meet their needs. Support for maintaining a healthy balance between work and personal life was also lacking, making it hard for staff to rest and recharge. Safety concerns and the comfort of the work environment were also flagged as areas needing urgent attention.

The study found that the overall culture within health facilities in Yei River County encourages a peaceful and cooperative environment among staff members. This means that employees generally get along well, share common goals, and work together smoothly. Many respondents, about 71.9%, agreed with this idea that there is a positive cultural atmosphere fostering harmony. This suggests that most staff members see their workplace as one where teamwork and mutual understanding are valued. However, while this harmony exists, it does not significantly boost the motivation of health workers in the Yei River County. The data shows that the average motivation score among staff was 3.75, which, when compared to the overall weighted average score of 3.82, indicates a small gap. This means that even though employees work well together, it does not necessarily push them to perform at their best or feel highly driven in their roles. The harmony, in this case, does not translate into increased commitment to their work. This result stands in contrast to findings from other studies, such as the one conducted by MC Cunnen (2019) That research pointed out that a positive working culture, especially when it includes safe working procedures and respectful treatment, can strengthen employee engagement. It can also foster a sense of respect and belonging that motivates staff members

to put in more effort. In Cunneen's study, a respectful and safe environment directly improved health workers' motivation and their overall performance. But in the case of Yei River County, the presence of a harmonious culture alone does not seem to have the same motivating effect.

On another note, the study also examined how the physical environment and overall climate of the healthcare setting affect staff motivation. It found that the environmental climate plays a more influential role in motivating health workers. The average score for this aspect was 3.83, which is slightly higher than the weighted average of 3.82. This suggests that staff members feel their work environment has a real impact on how motivated they are. When the surroundings are comfortable, well-maintained, and conducive to work, employees tend to feel more inspired and willing to give their best. These findings align with earlier research by Roberts (2021) and Miller et al. (2020). Both studies emphasized that poor working conditions lead to increased stress and burnout among health workers. When facilities are cramped, poorly equipped, noisy, or untidy, health workers often feel overwhelmed and exhausted. This makes their job harder and can reduce the quality of care they provide to patients.

Creating a good working environment means making the workplace appealing, comfortable, and inspiring. Simple steps like providing comfortable chairs, ensuring proper lighting, reducing noise levels, and maintaining cleanliness can make a big difference. It also involves creating spaces that feel safe, organized, and welcoming. Such measures give staff members a sense of pride and joy in their workplace. When employees feel good about their environment, they are more likely to stay motivated and committed to delivering the best possible services. They feel a sense of delight and determination because their surroundings support their needs.

In summary, the study shows that while workplace culture in Yei River County promotes harmony among staff, it does not significantly increase motivation on its own. Better environmental conditions, however, do boost motivation levels. Improving both the social and physical aspects of healthcare settings is key to elevating employee performance. When staff feel respected, safe, and comfortable, the overall quality of healthcare services improves, benefiting both workers and the patients they serve.

Conclusion.

The study found that the environment in which healthcare workers operate has a clear connection to how well they perform their duties in Yei River County. This fact became clearer when the data was analysed using specific statistical tests. The Pearson correlation coefficient, which measures how two variables relate to each other, showed a value of 0.32. This suggests a moderate positive relationship between the working environment and health worker performance meaning better work conditions tend to be linked with higher performance levels.

In addition, the analysis in the ANOVA table, which tests the significance of the results, revealed a p-value of 0.006. Since this number is less than the commonly accepted threshold of 0.05, it indicates that there is strong evidence that the quality of the working environment directly affects how well healthcare workers do their jobs in Yei River County.

This study, therefore, concludes that improving the conditions in healthcare facilities leads to better performance by health workers. When nurses, doctors, and other health staff have access to proper tools, safe spaces, and adequate resources, they are more likely to deliver quality service to patients. This is a crucial finding, especially considering the crucial role healthcare workers play in the health outcomes of Yei River County. The results highlight that better working environments include factors such as good sanitation, sufficient supplies of medical equipment, manageable workloads, and a

supportive management system. These improvements help reduce stress and fatigue among health workers, making it easier for them to focus on patient care. When health workers perform better, the quality of services they deliver also improves, leading to healthier and happier communities.

Given these findings, the study strongly recommends that the Ministry of Health pay close attention to the conditions of health facilities in Yei River County. It is vital to ensure that health workers operate in well-established environments that meet basic standards. By doing so, the government can enhance the overall quality of health services offered to the local population.

Recommendation

The initial goal of this study was to explore how the work environment influences the performance of health workers in Yei River County, South Sudan. The research clearly shows that there is a strong link between the conditions in which health workers operate and how well they perform their duties. When the work environment is supportive and safe, health workers tend to carry out their tasks more effectively. This finding highlights the importance of creating a positive work atmosphere to improve healthcare delivery in Yei River County.

Based on these results, the study recommends that the local administration in Yei River County should take concrete steps to improve the working conditions of health workers. This could include upgrading facilities, providing necessary equipment, ensuring a consistent supply of medical materials, and maintaining a clean and safe environment. Strengthening these conditions will likely motivate health workers, reduce burnout, and ultimately lead to better patient care across Yei River County.

The study further concluded that the safety of the work environment plays a vital role in shaping performance levels among health workers. Approximately 65% of the respondents agreed that their work settings meet safety standards to a moderate degree, indicating that while some efforts have been made, there is still room for improvement. Meanwhile, 35% of health workers did not think that their work environment is sufficiently safe or aligned with their performance expectations. This disparity suggests that a significant portion of health staff may feel vulnerable or undervalued in their current settings. To address this, the study recommends that regular assessments of the work environment should be carried out. These reviews will help identify safety gaps or issues that may hinder performance. Routine checks will ensure that health facilities continuously meet safety standards, creating a more supportive environment for health workers and better health outcomes for patients in Yei River County.

The research also uncovered a concerning gap in the knowledge of health workers regarding the policies and procedures set by the Ministry of Health. Only about 50% of the health workers were familiar with these important guidelines of the Ministry of Health. This lack of awareness can lead to inconsistent service delivery, errors, and a failure to uphold national standards. It also diminishes health workers' confidence in their roles and limits their ability to implement best practices. To tackle this problem, the study recommends launching targeted awareness campaigns and training sessions. These initiatives should aim to educate all health workers in Yei River County about the policies and procedures that govern their work. Such programmes will boost their understanding, foster a sense of ownership over their facilities, and empower them to adhere strictly to required standards. When health workers are well-informed about the rules they need to follow, they are more likely to provide high-quality care and feel more motivated in their jobs. This step is essential for building a stronger, more professional health workforce in Yei River County.

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