

**WORK ENVIRONMENT AND EMPLOYEE PERFORMANCE: A STUDY OF  
TANZANIA WILDLIFE PROTECTION FUND**

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### DECLARATION

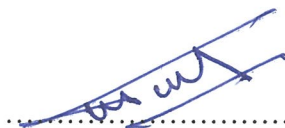
I, **Maximilian Kishiwa** hereby declare that this thesis is my original work and has not been presented for a degree or any other academic award in any university or institution of learning.

Signed 

Date: 19/10/2017

### APPROVAL

I confirm that the work reported in this thesis done by the candidate under my guidance and supervision.



.....

Dr. Augustine Wandiba

19/10/2017

.....

Date

## **DEDICATION**

I dedicate this piece of work to my heavenly mother Blessed Virgin Mary for her love, graces and intercession through which i witness the completion of my course.

## **ACKNOWLEDGEMENTS**

I feel indebted to the Almighty God for his countless blessing on me which have been vital towards my education.

My warm appreciation goes to my parents who supported me throughout my life, most importantly academic life, May God reward them.

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## **ABSTRACT**

The purpose of this study was to establish the effect of work environment on employees' performance in Tanzania Wildlife Protection Fund. The problem of study was poor employee performance. The following objectives guided the study: i) to determine the effect of supervisor support on employee performance in Tanzania Wildlife Protection Fund; ii) to establish the effect of performance feedback on employee performance in Tanzania Wildlife Protection Fund; and iii) to determine the effect of work incentives on employees' performance in Tanzania Wildlife Protection Fund. The study adopted a descriptive survey design using questionnaires as the main research instrument. The targeted sample size was 168 respondents; however, 141 were able to participate in the study. Data was analysed using frequency and percentage tables; mean and standard deviations; and regression analysis. The study found that supervisor support significantly affects employee performance in Tanzania Wildlife Protection Fund. Furthermore, the study found that performance feedback significantly affects employee performance in Tanzania Wildlife Protection Fund. Similarly, the study found that work incentive significantly affects employee performance in Tanzania Wildlife Protection Fund. The study concluded that work environment affects the level of employee performance, implying that better supervisor support, improvement in the provision of performance feedback and work incentive, significantly causes an improvement in employee performance. The study made the following recommendations: training of supervisors on proper management and leadership skills; designing a performance feedback that provides daily results; and designing good employee incentives schemes to include a mix of both financial and non-financial incentives. The new knowledge added is that work environment dimensions (i.e. supervisor support, performance feedback, and work incentives) significantly affect employee performance in the service sector.

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## **ABBREVIATIONS**

BCC	Behavior Change Communication
FBO	Faith Based Organization.
HR	Human Resource
IEC	Information Education Communication
JLI	Joint Learning Initiative
LMICs	Low and Middle Income Countries
M &E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MHSW	Ministry of Health and Social Welfare
NGOs	Non-Government Organizations
OPRAS	Open Performance Review and Appraisal System
PIF	Performance Improvement Fund
PIM	Performance Improvement Model
RBM	Result Based Management
TWPF	Tanzania Wildlife Protection Fund

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This study is about work environment and employee performance in Tanzania Wildlife Protection Fund. This chapter consisted of the background, problem statement, and purpose of the study, research objective, research questions, hypothesis, scope and significance of the study

#### **1.2 Background to the Study**

The background of the study was done basing on four perspectives namely historical, theoretical, conceptual and contextual perspective.

##### **1.2.1 Historical Perspective**

In the 1990's, the factors of work environment had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work processes (Hasun & Makhbul, 2015). It is believed that when employees are physically and emotionally fit they will have the desire to work and their performance outcomes shall be increased. Moreover, a proper workplace environment helps in reducing the number of absenteeism and thus can increase the employees' performance which leads to increased productivity at the workplace (Boles et al. 2004).

Working environment plays an important role towards the employees' performance. Working environment is argued to effect immensely on employees' performance either towards negative or the positive outcomes (Chandrashekar, 2011). In the world, there are international organizations who debate the rights of employee. Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Dorgan, 2014). Better outcomes and increased productivity is assumed to be the result of better workplace environment. Better physical environment of office will boost the employees and ultimately improve their productivity. Various literatures pertain to the study of multiple offices and office buildings indicated that

the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity (Carnevale, 2012; Clements-Croome, 2013).

As the Economic and Social Council reported in 2007, global economic growth is increasingly failing to create the kinds of new and better jobs that can lead to a reduction in poverty as a result of poor work environment. Despite high and sustained economic growth in many developing countries, unemployment is rising, a large proportion of the labour force is working below poverty level wages, and the majority of non-agricultural employment is situated in the informal economy. It is of little surprise that in recent years, there has been a shift of focus from a singular interest in economic growth to an enlarged concern with improving the quality of work.

Governments from across sub Saharan-Africa have forcefully called for action to overcome these challenges. The African Union Extraordinary Summit on Employment and Poverty Alleviation in Africa (Ouagadougou, 2004) overwhelmingly endorsed the ILO's Decent Work Agenda with an emphasis on the creation of quality jobs. The Government of the United Republic of Tanzania supports this Pan-African call for the integration of employment growth and improved quality of work, as reflected in its National Strategy for Growth and Reduction of Poverty 2005–2010 and its National Employment Policy of 2008.

In Tanzania today, success in organizations begin with recognizing and internalizing the abilities of all the individuals in the Organisation. The expected transformation of the economic environment advances in technology, and aggressive national and international markets have generated enormous pressure on leaders to manage the work force. High retention workplaces are using employee attitude assessment to determine the atmosphere of the workforce. All the organizational leaders are now conduct some form of assessment periodically to assist with establishing development opportunities for employees within the Organisation (Choi & Rainey, 2010).

In competitive business environment like for wildlife protection fund, organizations can no longer afford to waste the competitiveness of their work force. There are key factors in

employee work place environment that effect generally on their motivation and performance. The work place environment that is set in place affects employee morale, productivity and engagement both positively and negatively. In an effort to motivate workers, companies have put in place a number of practices such as performance based pay, employee security agreement, practices to help balance family and job, as well as various forms of information sharing. In addition to motivation, workers need the skill and ability to do their job effectively and for many firms, training the workers has become a necessary input into the production process.

### **1.2.2 Theoretical Perspective**

This study makes the use of goal-setting theory since it one of the theories that relates working environment to employee performance. This theory was put forward by Locke (1968) and according to him specific and challenging goals along with appropriate feedback contributes to higher and better employee performance. To him, willingness to work towards attainment of a goal is a main source of job motivation and performance. He argued that clear, particular and difficult goals are greater motivational factors than easy, general, and vague goals. Employees 'goals achievement in this theory is by employers creating work environment that is attractive, comfortable, satisfactory and motivating to employees so as to give them a sense of pride and purpose in what they do. How working environment is designed and occupied affects not only how people feel, but also their work performance, commitment to their employer, and the creation of new knowledge in the organization (Taiwo, 2013). Locke's theory also argues that the goals should be realistic and challenging. This means that the employer must put in place an atmosphere that will bring good results in terms of performance from his/her employees thus the employer must consider what will motivate the employees so as to achieve the desired results. This can be achieved through providing good work environment to the workers as this will motivate their performance (Taiwo, 2013).



### **1.2.3 Conceptual Perspective**

This subsection provides definitions of the main variables in this study, that is, work environment (independent variable), and employee performance (dependent variable). The definitions are provided for from different authors, scholars and publications.

Work environment is defined by Kohun (2012) as the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. Work environment is defined by Oludeyi (2015) as the settings, situations, conditions and circumstances under which people work. Work environment is further elaborated by Briner, (2000) as a very broad category that encompasses the physical setting (e.g. heat, equipments etc.), characteristics of the job itself (e.g. workload, task complexity), broader organizational features (e.g. culture, history) and even aspects of the extra organizational setting (e.g. local labour market conditions, industry sector, work-home relationships). Yusuf and Metiboba, (2012) defined workplace environment as composition of three major sub-environments which include the technical environment, the human environment and the organizational environment. This study operationalized work environment as supervisor support, performance feedback, and work incentives.

Employee performance is defined by Iqbal et al. (2015) as the effectiveness of employee's specific actions that contribute to attain organizational goals. Employee performance is also defined by Podsakoff et al. (2013) as the way to perform the job tasks according to the prescribed job description. Furthermore, employee performance is defined by Sinha (2001) as depending on the willingness and the openness of the employee him/herself on doing their job. On the other hand, employee performance is defined by Platt and Sobotka (2010) as the combined result of effort, ability and perception of tasks. This study operationalized employee performance as employee effectiveness, work efficiency, and work productivity.

### **1.2.4 Contextual Perspective**

Globally, job satisfaction-performance linkage has been primarily discussed by theorists from the Socio-technical and Human Relations schools of thought. According to the Socio-technical approach (Emery & Trist, 2010), organizational performance depends on

congruence between the technical and social structures of the organization. Building on this notion, the Human Relations perspective posits that satisfied workers are productive workers (Likert, 1961; McGregor, 1960). Thus, organizational productivity and efficiency is achieved through employee satisfaction and attention to employees' physical as well as socio-emotional needs. Human relations researchers further argue that employee satisfaction sentiments are best achieved through maintaining a positive social organizational environment, such as by providing autonomy, participation, and mutual trust (Likert, 1961). Based on this logic, employee satisfaction is believed to influence the development of routine patterns of interaction within organizations world over. Through mutual interactions, employees develop relationships with co-workers that also prescribe behavioral expectations and influence behaviors.

Africa today suffers from some aspects of economic, social and political underdevelopment, but that the most salient characteristic is their poverty (Kamoche, 1997). The argument can thus be made that improving work habits in African institutions can contribute to Africa's "graduation from poverty and vulnerability to well-being and security and development" (Bibangambah 2002, p.29). That is development measured in terms of its three components: - economic, social, political and the technological dimension being part of the economic component meaning the process of enhancement of capacity to effectively and adequately meet people's needs (UNDP, 2011). Africa's incapacitation or lack of capacity to address the needs of her people or affect desired and appropriate urban and rural management practices is indicative of the criticality of capacity and capacity enhancement defined by the right work habits of the working actors. Poor work habits' adverse affection productivity and growth is not a new discovery (Pritchett, 2005). The argument has been made that effective development requires high standards of ethical and performance behaviors, particularly in relation to national governance and major development projects (World Bank, 2013). The wave of globalization now requires agencies of governments and companies in other parts of the world including African nations to conduct their business in an environment characterized by speed and being connected (World Bank, 2012). The development and retention of intellectual capital determines the competitive advantage of companies

(Pritchett, 2005). To survive in the 21<sup>st</sup> century, institutions in Africa and sub-Saharan Africa must be disposed to constant change and be adaptable to identify with leading people strategies and practices that correlate with excellent financial performance and adopt effective benchmarking practices against leading practices in participating sectors (Drucker, 2012; Senge, 2010).

In Tanzania adjusting to work environment, whether in a new company or not can be intensely stressful. Making one to adopt to the various aspects of workplace cultures such as communication patterns, hierarchy, dress code if any, and most importantly working and behavioral patterns of the boss as well as the co-workers can be a lesson of life. Adjustments to work place cultures may lead to conflict if not handled with care. In many cases, office politics or gossip can be major stress indicators. Employees have their own needs, interests, preferences, choices, feelings and wishes which make them comfortable and feel that they are in a right place in accordance to their capabilities, and that the job will be the source of satisfying their needs and expectations.

According to a report by Sumra (2005), several areas of interest on teachers' status in Tanzania have been identified. These areas can be examined to understand the contextual national situation of teachers in government-owned schools in Tanzania. It is through this national contextual situation that analysis can be done to examine the factors that affect government school teachers' job satisfaction and performance. These factors have been categorized as working conditions and living conditions. Generally, the living and working condition of teachers are poor and not promising for better employees' performance as well as students' academic achievements. This means the higher the satisfaction, the higher the employees' performance. It implies that, if other factors remain constant then satisfaction is directly proportional to performance. This relationship suggests that, if the working and living conditions of teachers will be improved, it is likely that their satisfaction level will also increase their performance. Motivation has a direct influence on job performance (Inayatullah & Jehangir, 2012). When employees are motivated positively it is a catalyst for higher performance. Moreover, there is a statistically strong relationship between the attitude of employees and the satisfaction with the reward they expect as a return of their

performance. An employee's positive attitude increases his/her satisfaction level. There is also a direct relationship between leadership and performance (Adeyemi, 2010 cited by Inayatullah & Jehangir, 2012). Good leadership catalyzes high employees' performance. Some literatures cited by Agho et al, (1993) shows that there is a positive relationship between job satisfaction and productivity, but also other scholars like Inayatullah & Jehangir (2012) assert that employees' motivation increase productivity

### **1.3 Problem Statement**

There is poor employee performance in Tanzania Wildlife Protection Fund. This is because within a period of 2 years, that is, 2015 and 2016, 23 employees have been dismissed on performance related issues. The reasons for the dismissal were highly attributed to failure to meet deadlines, poor relation with other staff members, resource wasting and consistent mistakes (Tanzania Wildlife Protection Fund Bulletin, 2016). According to Keith (2014), employee poor performance is often times attributed to inadequate training and skills-set gap, low support from management, poor communication system in the organization, and poor motivation mechanisms.

The poor employee performance has over the years affected the organizational performance of Tanzania Wildlife Protection Fund. For instance, in 2015, the organization lost \$20,000 due to mismanagement, while in 2016; the organization was able to meet only 68% of its goals due to employee turnover (Tanzania Wildlife Protection Fund Annual Report, 2016).

Tanzania Wildlife Protection Fund in an attempt to address poor employee performance initiated training programs in 2016 which included: workshops, in-service education, seminars, and symposiums. However, the situation does not seem to be arrested 100%. This study against this background investigated the effect of work environment on employee performance in Tanzania Wildlife Protection Fund.

### **1.4 Purpose of the Study**

The purpose of this study was to establish the effect of work environment on employees' performance in Tanzania Wildlife Protection Fund.

### **1.5 Specific Objectives**

- i. To determine the effect of supervisor support on employee performance in Tanzania Wildlife Protection Fund.
- ii. To establish the effect of performance feedback on employee performance in Tanzania Wildlife Protection Fund.
- iii. To determine the effect of work incentives on employees' performance in Tanzania Wildlife Protection Fund.

### **1.6 Research Questions**

- i. What is the effect of supervisor support on employee performance in Tanzania Wildlife Protection Fund?
- ii. What is the effect of performance feedback on employee performance in Tanzania Wildlife Protection Fund?
- iii. What is the effect of work incentives on employees' performance in Tanzania Wildlife Protection Fund?

### **1.7 Research Hypothesis**

- i.  $H_{01}$ : There is no significant effect of supervisor support on employee performance in Tanzania Wildlife Protection Fund.
- ii.  $H_{02}$ : There is no significant effect of performance feedback on employee performance in Tanzania Wildlife Protection Fund.
- iii.  $H_{03}$ : There is no significant effect of work incentives on employees' performance in Tanzania Wildlife Protection Fund.

### **1.8 Scope of the Study**

This section captured information about the geographical scope, theoretical scope, content scope, and time scope.

#### **1.8.1 Geographical Scope**

This study was conducted in Dar es Salaam in Tanzania. Tanzania is a country found in East Africa and it borders Kenya and Uganda to the north; Rwanda, Burundi, and the Democratic Republic of the Congo to the west; and Zambia, Malawi, and Mozambique to the south.

Tanzania is located on the eastern coast of Africa and has an Indian Ocean coastline approximately 800 kilometers (500 m) long

### **1.8.2 Theoretical Scope**

The study was based on the goal-setting theory by Locke and Latham (1990) since it relates working environment to employee performance. The theory posits that the individual goals established by an employee play an important role in motivating him/her for superior performance.

### **1.8.3 Content Scope**

This study was confined to the effect of supervisor support on employee performance in Tanzania Wildlife Protection Fund; the effect of performance feedback on employee performance in Tanzania Wildlife Protection Fund; and the effect of work incentives on employees' performance in Tanzania Wildlife Protection Fund.

### **1.8.4 Time Scope**

This study covered a period of 5 years, that is, from 2012-2017. This is because it is within this same period that the government of Tanzania decided to take relevance in wildlife protection by increasing funding in its budget.

## **1.9 Significance of the Study**

The findings of this study will help organization management to understand the work environment factors that promote employee performance and adopt it for better organizational performance.

The results of this study will enable the organization's policy makers evaluate the impact of working environment. The management will appreciate both the positive and the negative effects that working environment can have on employees' performance.

It is hoped that the findings of this study will add new knowledge in the academia and serve as reference material for future researches in this area.

### **1.10 Definitions of Key Terms**

**Work environment:** refers to work incentives, performance feedback, and supervisor support of employees of Tanzania Wildlife Protection Fund.

**Work Incentives:** refers to employee dedication to career advancement and development, satisfaction with salary package, inclusion in major decision making, earning promotions, and compensation for extra time spent doing work.

**Performance feedback:** refers to rewards by supervisor for good performance, information from supervisor for mistakes made and areas for improvement.

**Supervisor support:** refers to inclusion of employees in decision making processes, allowing to employees to perform their duties within minimal supervision, guiding employees to find their passion and providing employees with clear responsibilities.

**Employee performance:** refers to employee effectiveness and efficiency in work productivity.

**Employee Effectiveness:** refers to the ability of an employee to use the resources available to perform his duties, his ability to have confidence in the organizational leadership, the presence of training opportunities in the organization, and availability of good work policies and payment in the organization.

**Work Efficiency:** refers to employee's ability to meet deadlines, prioritize tasks, complete tasks quickly, make efficient use of time at work, and use the most effective methods for doing work.

**Work Productivity:** refers to employee's ability to plan and prioritize his/her work, accomplish goals, use available resources effectively, complete assignments on schedules, and help others to complete their tasks.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This literature review attempts to discuss the various literature related to work environment which has effect on employee performance. The discussion also identifies gaps left by other researchers of similar studies. However, this study attempts to fill those gaps so that the write-up can contribute to a new body of knowledge in the academic world

#### **2.2 Theoretical Review**

This study was guided by two theories namely goal setting theory and McGregor Theory X and Theory Y. However Goal Setting Theory was adopted as the main theory of the study.

##### **2.2.1 Goal-setting Theory**

This study adopted Goal-setting theory by Locke & Latham (1990). According to the theory, there appear to be two cognitive determinants of behavior: values and intentions (goals). A goal is defined simply as what the individual is consciously trying to do. Locke and Latham (1990) postulate that the form in which one experiences one's value judgments is emotional. That is, one's values create a desire to do things consistent with them. Goals also affect behavior (job performance) through other mechanisms. For Locke and Latham (1990), goals, therefore, direct attention and action. Furthermore, challenging goals mobilize energy, lead to higher effort, and increase persistent effort. Goals motivate people to develop strategies that will enable them to perform at the required goal levels. Finally, accomplishing the goal can lead to satisfaction and further motivation, or frustration and lower motivation if the goal is not accomplished.

Under the right conditions, goal setting can be a powerful technique for motivating organization members. The following are practical suggestions for managers to consider when attempting using goal-setting to enhance motivation and performance (DuBrin, 2012; Greenberg, 2011; Newstrom, 2011).



### **Goals Need to Be Specific**

Organization members perform at higher levels when asked to meet a specific high-performance goal. Asking organization members to improve, to work harder, or to do their best is not helpful, because that kind of goal does not give them a focused target. Specific goals (often quantified) let organization members know what to reach for and allow them to measure their own progress. Research indicates that specific goals help bring about other desirable organizational goals, such as reducing absenteeism, tardiness, and turnover (Locke & Latham, 2002).

### **Goals Must Be Difficult but Attainable**

A goal that is too easily attained will not bring about the desired increments in performance. The key point is that a goal must be difficult as well as specific for it to raise performance. However, there is a limit to this effect. Although organization members will work hard to reach challenging goals, they will only do so when the goals are within their capability. As goals become too difficult, performance suffers because organization members reject the goals as unreasonable and unattainable. A major factor in attainability of a goal is self-efficacy (Bandura, 1997). This is an internal belief regarding one's job-related capabilities and competencies. If employees have high self-efficacies, they will tend to set higher personal goals under the belief that they are attainable. The first key to successful goal setting is to build and reinforce employees' self-efficacy.

### **Goals Must Be Accepted**

Goals need to be accepted. Simply assigning goals to organization members may not result in their commitment to those goals, especially if the goal will be difficult to accomplish. A powerful method of obtaining acceptance is to allow organization members to participate in the goal-setting process. In other words, participation in the goal-setting process tends to enhance goal commitment. Participation helps organization members better understand the goals, ensure that the goals are not unreasonable, and helps them achieve the goal. The factor of self-efficacy mentioned above also may come into play regarding imposed goals. Some individuals may reject imposed goals, but if they have self-efficacy, they may still maintain high personal goals to accomplish the imposed goals (Bandura, 1997).

### **Feedback Must Be Provided on Goal Attainment**

Feedback helps organization members attain their performance goals. Feedback helps in two important ways. First, it helps people determine how well they are doing. For example, sports teams need to know the score of the game; a sharpshooter needs to see the target; a golfer needs to know his score. The same can be said for a work team, department, or organization. Performance feedback tends to encourage better performance. Second, feedback also helps people determine the nature of the adjustments to their performance that are required to improve. For example, sports teams watch video reproductions of a game and adjust their play; a sharpshooter can adjust his shot; a golfer can adjust her swing; and a chief executive officer (CEO) of an organization can gauge the growth, profitability, and quality of a product line.

### **Goals Are More Effective When They Are Used to Evaluate Performance**

When employees know that their performance will be evaluated in terms of how well they attained their goals, the impact of goals increases. Salespeople, for example, have weekly and monthly sales goals they are expected to attain. Telephone operators have goals for the number of customers they should assist daily. Quarterbacks are judged on the completion percentages of passes thrown and the number of yards the offense generates per game. Coaches are assessed on their win-loss record. CEOs of organizations such as IBM, General Motors, and Microsoft Corporation are evaluated on meeting growth, profitability, and quality goals.

### **Deadlines Improve the Effectiveness of Goals**

For most employees, goals are more effective when they include a deadline for completion. Deadlines serve as a time-control mechanism and increase the motivational impact of goals. Being aware that a deadline is approaching, the typical employee will invest more effort into completing the task. In contrast, if plenty of time remains for attaining the goal, the employee is likely to slow down his or her pace to fill the available time. However, when deadlines are too tight, particularly with complex tasks, the quality of work may suffer.

### **Group Goal-Setting is As Important As Individual Goal-Setting**

Today, many organization members work in groups, teams, or committees. Having employees work as teams with a specific team goal, rather than as individuals with only individual goals, increases productivity. Furthermore, the combination of compatible group and individual goals is more effective than either individual or group goals alone. A related consideration is that when a team member perceives that other team members share his or her personal goals, the individual will be more satisfied and productive. A study of project teams indicated that a perceived fit between individual and group performance goals resulted in greater individual satisfaction and contribution to the team (Kristof-Brown & Stevens, 2001).

Despite the benefits of goal setting, there are a few limitations of the goal-setting process (Locke & Latham, 2002). First, combining goals with monetary rewards motivates many organization members to establish easy rather than difficult goals. In some cases, organization members have negotiated goals with their supervisor that they have already completed. Second, goal setting focuses organization members on a narrow subset of measurable performance indicators while ignoring aspects of job performance that are difficult to measure. The adage "What gets measured is what gets done" applies here. Third, setting performance goals is effective in established jobs, but it may not be effective when organization members are learning a new, complex job.

Employees' goals achievement in this study is by creating of work environment attractive, comfortable, satisfactory and motivating to employees so as to give them a sense of pride and purpose in what they do. How working environment is designed and occupied affects not only how people feel, but also their work performance, commitment to their employer, and the creation of new knowledge in the organization (Taiwo, 2010).

### **2.2.2 McGregor Theory X and Theory Y**

McGregor has developed a theory of motivation on the basis of hypotheses relating to human behavior. According to him, the function of motivating people involves certain assumption about human nature. Theory x and y are two sets of assumptions about the nature of people.

Theory x considers individuals who dislike work and avoid it where possible, individuals who lack ambition dislike responsibility and prefer to be led, and individuals who desire security. The management implications for Theory x workers were that, to achieve organizational objectives, a business would need to impose a management system of coercion, control and punishment. Theory y considers effort at work as just like rest or play, ordinary people who do not dislike work. Depending on the working conditions, work could be considered a source of satisfaction or punishment, individuals who seek responsibility (if they are motivated). The management implications for Theory y workers are that, to achieve organizational objectives, rewards of varying kinds are likely to be the most popular motivator. Most employees of Tanzania Wildlife Protection Fund lean on theory y. The challenge for management with Theory y workers is to create a working environment (or culture) where workers can show and develop their creativity.

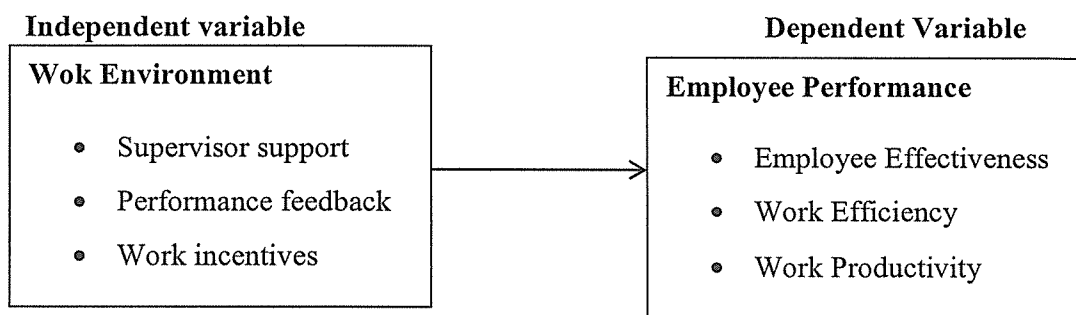
Having presented the above theories, this study opted for goal setting theory because it relates more to the study variables. The goal setting theory was opted for because it concludes that certain factors in the workplace result in job satisfaction, but if absent, they do not lead to dissatisfaction. According to this theory, the factors that motivate people can change over their lifetime, but "respect for me as a person" is one of the top motivating factors at any stage of life. Goal setting theory distinguished between motivators; (e.g. challenging work, recognition, responsibility) which give positive satisfaction, and hygiene factors; (e.g. status, job security, salary and fringe benefits) that do not motivate if present, but, if absent, result in demonization.

The goal setting theory has proved over time that people will strive to achieve 'hygiene' needs because they are unhappy without them, but once satisfied the effect soon wears off - satisfaction is temporary (Rabey, 2007). Then as now, poorly managed organizations fail to understand that people are not 'motivated' by addressing 'hygiene' needs. People are only truly motivated by enabling them to reach for and satisfy the factors that goal setting theory identified as real motivators, such as achievement, advancement, development, etc., which represent a far deeper level of meaning and fulfillment.

## 2.2 Conceptual Framework

This is a diagrammatic representation of variables. The framework shows the linkage of variables under their measurable units.

**Figure 1: Conceptual Framework For Work Environment and Employee Performance in TWPF**



**Source:** adapted from: Kohun (2012); Iqbal et al. (2015), modified by the research (2017).

Figure 1 shows that work environment is the independent variable measured using supervisor support, performance feedback, and work incentives; while the dependent variable is employee performance measured using employee effectiveness, work efficiency, and work productivity. The effect of the independent variable on the dependent variable is that when there is support from the supervisor such as consultation, team work etc, there will be better employee effectiveness. Similarly, if performance feedback is readily and properly presented to the employee, he/she will improve areas of weaknesses hence leading to work efficiency; and lastly, providing employees with work incentives such as financial and non-financial rewards is a motivational factor to employees which can promote improvement in work productivity.

## **2.3 Related Literature**

Related literature is presented basing on the objectives of the study;

### **2.3.1 Workplace Environment**

Workplace environment is the sum of the interrelationships that exists within the employees and the environment in which they work (Kohun, 2012). According to Heath (2009), this environment involves the physical location as well as the immediate surroundings, behavioral procedures, policies, rules, culture, resources, working relationships, work location, all of which influence the ways employees perform their work. The quality of the workplace environment impacts on employees' performance and subsequently influences the organization competitiveness.

Humphries (2011) argues that an effective workplace environment management entails making work environment attractive, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and purpose in what they do. Employees will and are always contented when they feel their immediate environment; both physical sensations and emotional states are in tandem with their obligations (Farh, 2012) and how well employees connect with their organization's immediate workplace environment, influences to a great extent their error rate levels, efficiency and innovativeness, collaboration with other employees, absenteeism and, ultimately their retention (Leblebici, 2012).

According to Chandrasekhar (2011), the type of workplace environment in which employees operate determines whether or not such organization will prosper. Physical workplace environment contextualizes the office layout and design while psychosocial factors include working condition, role congruity and social support from supervisors. Policies encompass employment conditions of employees derived from industrial instruments and agreements negotiated with employees and unions, along with human resources policies. Employees spend fifty percent of their lives within indoor environments, which greatly influence their performance capabilities (Sundstrom, E., & Sundstrom, G.M (2010). Better physical workplace environment will boosts employees' performance and ultimately improve their productivity.

Kohun (2012) asserts that a healthy workplace environment makes good business sense and is characterized by respect that supports employee engagement and creates a high performance culture that encourages innovation and creativity. Cunnen (2013) explains that organizations deemed as a positive place to work will more likely have a competitive edge since they are in a better position to attract and retain highly skilled employees. This is a significant consideration in the current tight labour market. O'Neill (2007) adds that a positive workplace environment is likely to result in less employee turnover, fewer cases of fraud, better safety practices, easier to attract and retain qualified employees and improved employees' wellbeing.

McGuire (2014) posits that to understand the critical importance of workplace environment in the organization is to recognize that the human factor and the organization are synonymous. Changing environments provide institutions with opportunities as well as a myriad of challenges. One aspect of the competitive challenges faced by institution lies in the management and integration of physical and psychosocial environments (Altman, 2000). By incorporating a balanced workplace environment, the organization is optimizing profitability and improving the company's popularity as a workplace; projecting a modern corporate entity, which in turn can help attract highly qualified employees.

Work environment can be divided into two components namely physical and behavioral components (Stallworth & Kleiner, 2012). The physical environment consists of elements that relate to the office occupiers' ability to physically connect with their office environment. The behavioral environment consists of components that relate to how well the office occupiers connect with each other, and the impact the office environment can have on the behavior of the individual. According to Haynes (2011), the physical environment with the productivity of its occupants falls into two main categories office layout (open-plan verses cellular offices) and office comfort (matching the office environment to the work processes), and the behavioral environment represents the two main components namely interaction and distraction.

These components can further be divided in major attributes and operationalised in the form of different independent variables. These variables will be used for analysis of their impact on dependant variable (Stallworth & Kleiner, 2012). It is generally understood that the physical design of offices and the environmental conditions at work places are important factors in organizational performance.

Shrestha and Shruti (2014) mention that the benefits of creating and maintaining a positive working environment are huge and include among other; greater productivity, happier people, employee stability, business advantage, higher profits, greater security, and better health. Improving working environment results in decrease in the number of error rates, complaints, absenteeism and hence increases performance. Govindarajulu and Bonnie (2013) also highlighted that in this twenty-first century, businesses are moving towards more strategic approach of environmental management to enhance their performance through improving and managing performance level of employees. Therefore, the modern physical environment is distinguished by technology, computers, machines, general furniture and furnishings which continually affect the brain and health of employees. Stoessel (2011) argues that organizations must ensure that the physical layout is covering all need of employees such as communication and privacy, formality and informality, functionality and cross-disciplinarily.

Gensler (2016) further stated that despite the potential of workplace environment, many organizations still do not pay the required attention. His findings highlighted that 40% of the employees believe that their companies want to keep their costs low that is why their workplaces have bad designs and 46% of employees think that the priority list of their company does not have workplace design on top. When data was summarized, almost one out of every five employees rated their workplace environment from, 'fair to poor'. 90% admitted that their attitude about work is adversely affected by the quality of their workplace environment while, 89% employees blamed their working environment for their job dissatisfaction.



### **2.3.1.1 The Effect of Supervisor Support on Employee Performance**

A supervisor is also known as a person with an experience, a leader, a person who can solve problem and also the role model at the first level of organizational management (Nijman, 2014). Supervisor support is defined as employees' views concerning the degree to which their supervisors value their contributions and care about their well-being (Eisenberger et al., 2012). Therefore, as an experienced leader, supervisors have always being involved in conducting a training program. The training program that is being conducted are such as establishing the objectives, selecting the trainer, developing a lesson plans, selecting the program method and techniques that is being used, preparing the materials, scheduling the program and also conduct a training needs analysis (Abbas & Yaqoob, 2015).

Rabey (2013) points out that a supervisor could be a trainer to the employees, as the trainer will assist the employees in getting their job done by guiding employees on the operational process especially when it comes to a new operational procedure. A supervisor support could lead to the employees' performance but there are cases when a supervisor fails to support their employees. For example, miscommunication between employees and the supervisor in term of delivering the information or process on the job to the employees (Huang et al. 2014). In order to gain the employees performance, both party in between the employees and supervisor needs to play their part which is to commit with the relationship. If full commitment is given, it will lead to positive result to the performance from the employees.

According to Armstrong (2008), immediate supervisors act as advocates for employees, gathering and distributing the resources needed by the employees for them to be able to do a good job and providing positive encouragement for a job well done. As the working environment factor, supervisor interpersonal role is important to encourage positive relations and increase self-confidence of the employee and in return improve employee performance.

According to Sadiya and Maimunah (2015), supervisor support (SVS) facilitates changes in employees' levels of performance. As agents of the organization, supervisors are responsible for directing and evaluating employees' job performance. Thus, employees often view their supervisor's feedback as indicative of the organization's orientation toward them. Moreover,

because employees are aware that their supervisor's evaluations of their job performance are often communicated to executives, who are seen as the representatives of the organization, the association between employee performance and supervisor support is further strengthened (Eisenberger et al., 2012).

Sadiya and Maimunah (2016) conducted a study on the impacts of supervisor support on employee performance of the employees of Malaysian private Telecommunication companies. Variables such as supervisor support and job satisfaction were proposed to enhance employees' performance. The data was collected using questionnaire survey. The findings revealed that supervisor support had significant relationship with job satisfaction and employee performance.

#### **2.3.1.2 The Effect of Performance Feedback on Employee Performance**

Performance feedback is an information exchange and conflict resolution process between the employee and supervisor. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. Managers and supervisors will need to be comfortable with working with the whole range of workplace factors that influence employee performance. While the supervisor gives his/her feedback and requirements, the employee enables to give his/her feedback regarding his/her requirements. Although this process is formal, it could be managed informally by gaining closer relations for two sides (Chandrasekar, 2011).

The organization determines what motivates its employees and sets up formal and informal structures for rewarding employees behaving in the way required. Rewards may consist of a mix of internal rewards, such as challenging assignments, and external rewards, such as higher compensation and peer recognition (Chandrasekar, 2011). Performance of professional employees is poor not only due to working environment factors but also due to lack of human resource management aspect such as recognition of employees who performs well, poor working condition, absence of performance appraisal system and poor feedback on performance outcome. Therefore significant changes in promotions, compensation and benefits helps in keeping employees satisfied and in turn increases production.

DeNisi and Pritchard (2012) have also noted that extant research on performance feedback has excessively emphasized on psychometric issues rather than focusing on rigorous and systematic approach to performance feedback that is more likely to enhance motivation level of employees for improving their performance. Roberson and Stewart (2013) found that employees respond to performance feedback in three perspectives that are: a) perception of fairness, b) perception of accuracy, and c) performance appraisal satisfaction. On the other hand, Selvarajan and Cloninger (2009) were of the view that performance feedback provides consistent feedback to employees that enables them to improve performance.

Nurse (2011) has also discussed the impact of performance feedback on employees and organizations. He specifically suggested that performance feedback provide information to managers to take further steps about promotions and development of employees. In addition, Rao (2009) suggests that weak areas of performance are identified through effective performance feedback system. In this way, managers can take decisions regarding training of employees to improve those weak areas.

Iqbal et al. (2013) conducted a study on the impact of performance feedback on employee's performance and also analyzed motivation effects on employee performance. A sample size of 150 respondents was employed and data was analyzed using Pearson correlation coefficient. The study found a positive relationship between performance feedback and employee's performance. Motivation as a moderator positively affected the relationship between performance feedback and employee's performance.

Omusebe et al. (2013) conducted a study on the effects of performance feedback on employee productivity in Kenya. The study was guided by a case study design. The study targeted a total of 877 Unionisable employees, 422 supervisory level employees, 182 middle level management and 9 top level management. Simple random sampling was used to select 149 employees. The research instruments used for data collection were the questionnaires and interview schedules. Descriptive analysis and inferential statistic i.e. regression analysis and t-test were used. Results indicated that there was a positive and significant effect between performance feedback and employee productivity.

### **2.3.1.3 The Effect of Work Incentives on Employee Performance**

Work incentive for increasing employee performance is often thought to be based on salary and promotion (Sekar, 2011). In addition, a motivating work environment must be the one in which employees are treated fairly. No matter what level of input a particular worker has in relation to the business processes as a whole, it is essential for a manager to give each employee a sense of playing a dynamic, integral role in something much larger. Indeed, engendering loyalty is a key element of motivating workers and thereby increasing the overall productivity and employee performance (Taiwo, 2014).

Condly et al. (2013) studies 600 studies which revealed that the overall average effect of all incentive programs in all work settings and on all work tasks were a 22% gain in performance. Milne (2007) research results revealed that reward and recognition programs had positive effects on motivation, performance and interest within an organization. Weibel et al (2014) study demonstrated (a) that motivation was the key influence on the effect of performance related pay on performance, and (b) that pay for performance was generally more costly as it appeared to have hidden costs of rewards.

Nawab and Bhatti (2011) conducted research on influence of employee compensation on organizational commitment and job. In their research attention was drawn on the role of each component of financial & non-financial reward towards organizational commitment, which they can implement and increase their practices to maximize the employees contribution and production. They also revealed in their research study that organizational setups normally focus on increasing the productivity without paying attention toward compensation and its significance. After highlighting the drawback they suggested to concentrate on different compensation plans to increase or decrease the size of both financial and non-financial rewards to achieve the desired result from work force.

Hameed et al. (2013) conducted their research on impact of motivators on employees' performance. They developed a model explaining the association between incentive motivators, organization-based self-esteem and employee performance in private banking

sector of Pakistan. The outcomes revealed positive and significant impact of incentive motivators and organization based self-esteem on employees' performance.

Khan et al. (2013) investigated different factors determining intrinsic and extrinsic rewards in the light of Herzberg's two factor theory and their impact on banking employees' job satisfaction and job performance and endeavors to influence overall performance of the commercial banks of Pakistan. The study revealed that both intrinsic and extrinsic rewards had significant impact on employees' performance.

Hameed et al (2014) studied the impact of compensation on employee performance in private banking sector of Pakistan. It was revealed in the study's results that compensation had progressive impact on employee performance. It was proved from correlation analysis that indirect compensations (non-monetary) had weak relationship to performance whereas monetary compensations had significant and positive impact on employee performance.

Gichuru (2015) paper showed relationship between motivational incentives and employee performance. The study highlighted that motivation improved level of efficiency of employees where the level of a subordinate or an employee did not only depend upon his qualifications and abilities. The findings further suggested that motivational incentives affected employee performance in an organization in various ways as increased output, boosting employee morale, improved participation and improved employee relations.

### **2.3.2 Employee Performance**

Employee performance in the organization is very important to determine a company's success and profitability. According to Chien (2015), a successful organization require employees who are willing to do more than their usual job scope and contribute performance that is beyond goal's expectations. Furthermore, employees' performance is important in undertaking of the flexible performance to be critical to organizational effectiveness in an increasingly competitive environment (Aryee et al. 2014).

Nowadays, most of the companies facing contemporary challenges are required to put more emphasis on enhancing employees' performance (Gruman & Saks, 2010). Hence, to engage

in effective performance, management needs to allow employees to have more authority to design their job and roles. Thus, at the end, employees will discover their job more fit between employees' skills, needs and values. Furthermore, organizational policies and daily practices need to interact well to build priority areas in employees' performance (Gruman & Saks, 2010).

According to Tavakolia (2010), employees' performance will decrease due to the reason of downsizing, innovations, restructuring and mergers in the organization. In addition, changing of the location, time, quality and quantity of the task and responsibilities might radically affect the work life of the employees. Furthermore, Levay (2010) suggests that creation of organization change will challenge the interests and values of the existing employees and build up crisis on the opposition to change.

#### **2.3.2.1 Employee Effectiveness**

Employee effectiveness is the ability of an employee to meet the needs of the organization with the resources available. Effectiveness oriented companies are concerned with output, sales, quality, creation of value added, innovation, cost reduction. It measures the degree to which a business achieves its goals or the way outputs interact with the economic and social environment. Usually effectiveness determines the policy objectives of the organization or the degree to which an organization realizes its own goals (Zheng, 2010).

Meyer and Herscovitch (2014) analyzed employee effectiveness through organizational commitment. Commitment in the workplace may take various forms, such as relationship between leader and staff, employee's identification with the organization, involvement in the decision making process, psychological attachment felt by an individual. Shiva and Suar (2010) agree that superior performance is possible by transforming staff attitudes towards organization from lower to a higher plane of maturity, therefore human capital management should be closely bound with the concepts of the effectiveness.

According to Heilman and Kennedy (2011), employee effectiveness helps to assess the progress towards mission fulfillment and goal achievement. In order to improve employee

effectiveness, management should strive for better communication, interaction, leadership, direction, adaptability and positive environment.

#### **2.3.2.2 Work Efficiency**

Work efficiency refers to the ability to avoid wasting materials, energy, efforts, money, and time in doing something or producing a desired result. In a more general sense, it is the ability to do things well, successfully, and without waste. Efficiency is the ability to perform the tasks with available resources i. e. manpower, machine, money and materials. Taormina and Gao (2009) indicated that efficiency refers to obtaining the most output from the least amount of input. Accordingly, managers should be concerned with employee work efficiency since high efficiency should lead to lower costs but better products, which would benefit the organization.

Low (2000) posits that efficiency measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs. To maximize the output Porter's Total Productive Maintenance system suggests the elimination of six losses, which are: (1) reduced yield – from start up to stable production; (2) process defects; (3) reduced speed; (4) idling and minor stoppages; (5) set-up and adjustment; and (6) equipment failure. The fewer the inputs used to generate outputs, the greater the efficiency.

According to Pinprayong and Siengthai (2012) there is a difference between business efficiency and organizational efficiency. Business efficiency reveals the performance of input and output ratio, while organizational efficiency reflects the improvement of internal processes of the organization, such as organizational structure, culture and community. Excellent organizational efficiency could improve entities performance in terms of management, productivity, quality and profitability.

Pinprayong and Siengthai (2012) introduced seven dimensions, for the measurement of organizational efficiency: organizational strategy; corporate structure design; management and business system building; development of corporate and employee styles; motivation of staff commitment; development of employee's skills; and subordinate goals. Effectiveness and efficiency are exclusive, yet, at the same time, they influence each other; therefore it is

important for management to assure the success in both areas. Pinprayong and Siengthai (2012) suggest that return on assets is a suitable measure of overall company performance, since it reveals how profitable organizations assets are in generating revenues. However, it is important to understand that efficiency does not mean that the organization is achieving excellent performance in the market, although it reveals its operational excellence in the source of utilization process.

### **2.3.2.3 Work Productivity**

Productivity refers to the output relative to the inputs per person or system with reference to a point of time (Lazear, 2011). Stated more clearly, productivity refers to the amount of goods and services produced with the resources used. Productivity is the efficiency with which output is produced by a given set of inputs. According to Shaw and Lazear (2010), productivity is generally measured by the ratio of output to input. An increase in the ratio indicates an increase in productivity. Conversely, a decrease in the output/input ratio indicates a decline in productivity. Labor productivity is the amount of goods and services that a labourer produces in a given amount of time. It is one of several types of productivity that economists measure. Labour productivity can be measured for an individual, a firm, a process or a country (De Grip & Sauermann, 2012).

Mas and Moretti (2013) argue that work productivity is the value added per employee divided by the average number of employees during the year converted into full-time equivalents. The quantity of goods and services that someone can produce with a given expenditure of effort, usually measured or averaged out in terms of time spent working or labour time. It is the ratio of the amount produced to the amount of labour put in it, measured as product per person-hour or person-year. Productivity growth reflects growth in output not attributable to growth in inputs (such as labour, capital and natural resources). Increases in productivity can be driven by technological advances (through innovation and increases in skills) or improvements in efficiency (making better use of existing technology). Over the long term, productivity improvements are considered to be the main contributor to higher results, profitability, earning and rising living standards (Mas & Moretti, 2013).



According to Chukwuma and Obiefuna (2014), employee work productivity is affected by multiple factors. Sometime one or more factors play their role to increase or decrease the work productivity. The factors that affect the performance or productivity are the same. Because when the productivity of individual is increased automatically his performance is also increased.

The management experts (Stoner et al. 2007; Robbins et al. 2008) have classified these factors under following heads: physical, organisational, location, and technological; cultural and behavioural; global influences, innovativeness, strategic alliances, liberalized policies etc; managerial and organizational business environment; levels of flexibility in internal labour markets and the organization of work activities e.g. the presence or absence of traditional craft demarcation lines and barriers to occupational entry; and individual rewards and payment systems, and the effectiveness of personnel managers and others in recruiting, training, communicating with, and performance-motivating employees on the basis of pay and other incentives.

On the other hand, the individual factors that affect the performance or productivity are listed by Cole (2005); and Chukwuma and Obiefuna (2014) as: working conditions; working hours; nature of job; employees competencies; job security; welfare and social security; training of employees; salary packages; liberty at work to perform; quality of leadership; motivation of employees; career development opportunities; rewards, recognition and incentives; organisational culture; behaviour of employees; location of work; management approach; HR policies; Technology at work; Business environment; and level of competition in market.

## **2.4 Related/Empirical Studies**

This empirical analysis attempts to discuss various studies on work environment which has effect on employee performance.

Massoudi and Hamdi (2017) investigated the consequence of work environment on employees productivity in foreign private banks operating in Kurdistan Region of Iraq and examined the relationship between the workplace physical conditions and employee's productivity. The research used qualitative approach, the data was collected using a

questionnaire distributed to 50 employees working in four foreign banks in the Kurdistan Region of Iraq. The results showed that there is a relationship between office environment and productivity of employees. Behavioral components of office environment had a greater effect on productivity, than the physical components alone.

Sharma and Lakshmi (2016) conducted a study on the impact of working environment on productivity of employees in the banking sector of India. A closed ended questionnaire was developed to get feedback from target audience and different statistical methods were used to drive result from collected data. It was found that the factors like perceived supervisor support, relation with co-workers, training and development, attractive and fast incentives and recognition plans, and adequate work load at work place were helpful in developing a working environment that had positive impact on employee's level of productivity in the organizations.

Nanzushi (2015) conducted a study to investigate the effect of workplace environment on employee performance in the mobile telecommunication firms in Nairobi City County. The sample size included a total of 164 employees. Descriptive research design was adopted for the study. Data was analysed using descriptive statistics that included frequencies, mean scores, standard deviation and percentages. The study found that work environmental factors that influenced employee performance were physical environment factors, reward, management / leadership style, training and development and work-life balance. The findings revealed that employees were not satisfied with the management style and promotions in their organizations. The study recommends that mobile telecommunications firms need to set up more comprehensive reward systems, change management style to transformational leadership style that is inclusive of all employees. The working conditions of employees should also be improved to motivate employees to work.

Gitahi et al. (2015) conducted a study on the effect of workplace environment on the performance of commercial banks employees in Kenya. To achieve the objectives of the study, a survey design was employed. A sample of 173 employees participated in the study as respondents. Descriptive statistics and multiple regression models were used to analyze

the data. The study findings showed that the physical aspects did not have a significant effect on employee performance while the psychosocial and work life balance factors were significant. The results therefore indicated that psychosocial aspects exhibited the strongest association with employee performance while physical aspects and psychosocial aspects were moderate. It recommended that attention be given to the other influences of workplace life environments consisting the physical and work life balance aspects.

A study by Jayaweera (2015) tested the relationship between work environmental factors and job performance with work motivation and the extent to which this relationship is mediated by work motivation among a sample of hotel workers in England. In this cross-sectional study, a questionnaire survey was conducted among 254 hotel workers at twenty-five chain hotels in Bristol, England. The study found that there was a significant relationship between work environmental factors and job performance and that work motivation mediates the relationship between working conditions and job performance. The results also suggested that there was a significant relationship between work motivation and job performance of the hotel workers. The results point to the importance of working conditions and work motivation in explaining job performance of hotel workers in the framework of work environmental conditions and job performance.

Naharuddin and Sadegi (2013) investigate the effect of workplace environment's factors towards employees' performance in Malaysia. Data was collected through the survey method; a total of 139 employees participated in the study. The study found that only supervisor support was not significant towards the employees' performance, however, job aid and physical workplace environment were found to be significant to employees' performance.

Furthermore, Khan et al. (2011) investigated in their study the impact of workplace environment and infrastructure on employees' performance among a sample of 150 respondents from the education sector in Pakistan and concluded that incentives at workplace had a positive impact on employee's performance while infrastructure at workplace had no significant impact on employees.

## **2.5 Research Gap**

Several studies on work environment and employee performance were done in several sectors including banks, telecommunication companies, hotels and education sector. For example, Massoudi and Hamdi (2017) investigated the consequence of work environment on employees productivity in foreign private banks operating in Iraq; Sharma and Lakshmi (2016) conducted a study on the impact of working environment on productivity of employees in the banking sector of India; Nanzushi (2015) conducted a study to investigate the effect of workplace environment on employee performance in the mobile telecommunication firms in Nairobi City County; A study by Jayaweera (2015) tested the relationship between work environmental factors and job performance with work motivation in the hotel sector in England; and Khan et al. (2011) investigated in their study the impact of workplace environment and infrastructure on employees' performance in the education sector of Pakistan. However, none of the above studies was done in the Wildlife sector in Tanzania hence posing a contextual gap this study investigated.

## CHAPTER THREE

### METHODOLOGY

#### 3.1 Introduction

This chapter provides a description of research design used to collect, process and analyze data; sample size, study population, sample procedures, data collection methods and instruments, data analysis procedure, validity and reliability and ethical considerations.

#### 3.2 Research Design

The study adopted a descriptive survey design. The descriptive survey design method was useful in exploring how workplace environment affect performance in the study area. It is an efficient approach of collecting data regarding characteristic of sample of a population, current practices, conditions or needs (Chandran, 2004). This design was also preferred because it provides tools for describing collections of statistical observations and reducing information to an understandable form (Sekaran, 2003)

#### 3.3 Research Population

The target population of this study was all the managerial (10) and technical employees (280) of Tanzania Wildlife Protection Fund. They included 290 participants (Tanzania Wildlife Protection Fund Annual Report, 2016).

#### 3.4 Sample Size

This sample size is arrived at using Slovene's formula which states that for any given Population (N) the sample size (n) is given by:

$$n = \frac{N}{1 + N(\alpha^2)}$$

Where; n = the required sample size, N = the known population size; and  $\alpha$  = the level of significance, which is fixed at = 0.05

$$n = \frac{290}{1 + 290(0.05)^2}$$

$$n = 168$$

**Managerial staff:** refer to individuals within TWPF who hold leadership positions such as department manager, team leader/supervisor or general manager.

**Technical staff:** refer to professional employees within the various departments of TWPF such as: human resource, finance, public relations, information technology, customer care, operations, marketing, etc.

The researcher targeted 168 respondents, however, only 141 participated successfully; this gave a response rate of  $\frac{141}{168} \times 100 = 84\%$ . Amin (2005) believes that if the response rate is more than 70%, it signifies that the turn up of participants was good hence the data can be used in the final analysis of the study.

### **3.5 Sampling Technique**

The researcher used simple random sampling with intent of selecting respondents without bias by giving every participant equal chance of participating in the study. The entire process of sampling was done in a single step with each subject selected independently of the other members of the population. The researcher achieved this by writing the names of all the respondents obtained from human resource department in different pieces of papers. The names of the respondents were then put in a big dish and shaken to ensure random mixture. The names were then randomly selected one at a time until a complete number of respondents was arrived at.

### **3.6 Data Source**

This study included only primary source of data collection.

#### **3.6.1 Primary Source**

The primary source included data collected using questionnaires.

### **3.7 Data Collection Methods**

The study adopted survey questionnaires as the data collection method.

### **3.7.1 Surveys**

The study used survey method of data collection. The researcher preferred to use survey method because it is good for gathering descriptive data, relatively easy to administer, cost effective and time saving. This method was used to get information about work environment and employee performance from both managerial and technical staff of Tanzania Wildlife Protection Fund.

## **3.8 Research Instruments**

This study used questionnaires as its main research instrument.

### **3.8.1 Questionnaires**

The researcher used structured questionnaires to collect data from the managerial and technical staff of Tanzania Wildlife Protection Fund. The researcher preferred to use questionnaires because large amounts of information can be collected from a large number of people in a short period of time and in a relatively cost effective way.

A five Likert scale was used to assess the extent to which a respondent agree or disagree with a statement of an attitude, belief or judgment. It required the researcher to first identify all sub-areas of the topic or variable being measured for questions to be asked for one to agree or disagree with.

The questionnaire was structured into three sections; the first section captured information regarding the demographic characteristics of the respondents in terms of gender, age, education level and work experience; the second section captured information about work environment measured using: supervisor support (5 items), performance feedback (5 items), and work incentives (5 items); and the third section captured information about employee performance measured using: employee effectiveness (5 items), work efficiency (5 items), and work productivity (5 items).

## **3.9 Validity and Reliability**

This section contains information on how validity and reliability of the instrument was ensured.

### 3.9.1 Validity

This study used Content Validity Index so as to establish the degree to which a sample of items, taken together, constitutes an adequate operational definition of a construct. According to Beck and Gable (2001), to examine the content validity, professional subjective judgment is required to determine the extent to which the scale was designed to measure a trait of interest. This is because content validity is a subjective judgment of experts about the degree of relevant construct in an assessment instrument. However, inclusion of at least five experts (mostly senior lecturers, associate professors, and professors) in that field or five to ten experts would be useful to judge the content domains of a scale through use of rating scales. The researcher achieved this by involving experts in the field of human resource, specifically two (2) senior lecturers of Kampala International University.

The researcher used this formula to determine the content validity of the instruments.

$$CVI = \frac{\text{Items declared relevant by experts}}{\text{total number of items}}$$

Where CVI=Content Validity Index

According to Amin (2005) if the CVI is  $\geq 0.70$ , the items are considered valid.

For the case of this study;

$$CVI = \frac{27}{30}$$

$$CVI = 0.90$$

Therefore the content validity index of 0.90 in this study implies that the instrument was valid.

### 3.9.2 Reliability

In order to ensure that the research instrument is reliable and can consistently produce reliable data when administered, the researcher determined its reliability by measuring the internal consistency of the instrument. This reliability analysis was conducted on the piloted survey instruments prior to official data collection so as to ensure that the instruments



provide reliable data for the study. Test retest method of measuring reliability was used by the researcher to ensure the instruments could provide consistent measurements. Ten different samples (staff members of Tanzania Wildlife Protection Fund) were selected and the instruments were administered on them twice with a two weeks' interval, and the obtained results were correlated using Pearson Linear Correlation Coefficient (PLCC). The results of 0.73 and 0.75 were found in the first and the second survey respectively; implying that there was a consistency, hence reliability.

Furthermore, Cronbach's alpha was used to determine the reliability of the instruments. Cronbach's alpha measures the internal consistency, that is, how closely related a set of items are as a group. The higher the  $\alpha$ -value, the more reliable the instruments will be considered.

A commonly accepted rule for describing internal consistency using Cronbach's alpha is as follows (Kline, 2000): table 3.1 gives the summary.

**Table 3.1: Interpretation of Cronbach's Alpha Results**

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

The Cronbach's alpha results of this study shows Good internal consistency for Work Environment and Acceptable internal consistency for employee performance. Table 3.3 gives the summary of the findings

**Table 3.3: Internal Consistency**

Variables	Number of items	Cronbach's alpha
Work Environment	15	0.836
Employee Performance	15	0.757

### 3.10 Data Gathering Procedure

An introduction letter was obtained from the College of Economics and Management of Kampala International University Uganda for the researcher to solicit approval to conduct the study from Tanzania Wildlife Protection Fund. During the administration of the research instruments to the selected respondents; they were properly and adequately oriented on the study and why it was being carried out. The respondents' consent were verbally requested. They were also guided on how to fill the questionnaires, and the importance of answering every item of the questionnaire without leaving any part unanswered. The respondents were requested to kindly respond to the questionnaire on time. After retrieving them back, they were thoroughly checked to ensure that all items were adequately answered by the respondents.

### 3.11 Data Analysis

After retrieving back the questionnaire and collecting the required data, it was then prepared for analysis by using Statistical Package for Social Scientists (SPSS, version 22.0) software. In this process, the data underwent these processes i.e. data editing which involved checking the filled questionnaires for any omissions or mistakes; then data coding which involved giving each item of the questionnaire or variable a code to be used when imputing the data into the computer, and lastly data entry into the computer for analysis (George & Mallery, 2003).

After processing (i.e. editing, coding, and entry into the computer) the collected data, the researcher analyzed it. The analysis was conducted in the following manner: The frequency and percentage distribution were used to determine the profile of the respondents; descriptive statistics (mean and standard deviations) were used to provide preliminary analysis of the data. Mean was used to measure the central tendency because the data involved is numerical and has continuous scale.

However, Amin (2005) explains that when describing any data set, one should not stop at computing measures or indices of central tendency or location; on the contrary, one should also compute measures to describe how dispersed, spread, scattered, varied, divergent or inconsistent the observations in the data set are, because while two data sets may have the same (common) measures of central tendency, the dispersion of observations in the two respective data sets may differ. Thus in addition to measures of central tendency, this study measured dispersion of the data sets using standard deviation.

Furthermore, inferential statistics such as regression analysis was used in this study. Linear regression analysis was done to identify the effect of supervisor support on employee performance; the effect of performance feedback on employee performance; and the effect of work incentives on employee performance. Multiple-linear regression analysis was used to determine the significant predictors of employee performance. In addition, the researcher used p-value (at 0.05) to verify the effect of independent variables on the dependent variable and test the null hypothesis.

### **3.12 Ethical Consideration**

This study observed the following ethical considerations:

The researcher ensured quality and integrity by reporting only what he found in the field and following a scientific and generalized report writing for academic research.

The researcher sought for informed consent from the respondents. This was done by verbally requesting them to consent before participating in the study.

The researcher respected the confidentiality and anonymity of the research respondents by involving them in the study in their own terms and place of convenience and coding their names in the final report of the study.

The researcher ensured that participating in the study was voluntarily, no one was coerced, forced or bribed in order to be part of the study. The researcher also ensured voluntary withdrawal from the study in case of change of mind of the respondent.

The researcher ensured that there was no harm to the participants in anyway. The study was done in secure and well furnished rooms.

Last but not least, the researcher ensured that the final reporting was impartial and independent of his personal opinion, rather it was the opinion of the respondents that were used in the final analysis of the research.

### **3.13 Limitations of the Study**

The reliability of the results (test-retest) was not adequate enough to provide a better explanation for the consistency of the results of this study instruments. There is need to set up a control group as to substantiate the reliability of the study. However, the study tried to address this weakness by using Cronbach's alpha that measured the internal consistency of the items, with the intent of finding out how closely related a set of items are as a group.

This study was limited by unresponsive respondents and those who withdrew after the study process had kick-started. The researcher however, tried to mitigate this by consulting other eligible respondents with Tanzania Wildlife Protection Fund if they were willing to be included in the study, though some obliged, others refused on grounds that they were busy.

On the other hand, the study looked at only Tanzania Wildlife Protection Fund hence generalization of this report to other government parastatals might not be possible. The researcher was aware of this short coming and decided to include the managerial staff in the study so as to substantiate the findings.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **4.1 Introduction**

This chapter presents the analysis of the data gathered and interpretation thereof. It gives the demographic characteristics of the respondents and variables used.

#### **4.2 Demographic Characteristics of the Respondents**

This section determines the demographic characteristics of the respondents. To achieve it, questionnaires were distributed to capture these responses. Frequencies and percentage distribution tables were employed to summarize the demographic characteristics of the respondents in terms of gender, age, education level, and work experience. Table 4.1 gives the summary of the findings.

**Table 4.1: The Demographic Characteristics of the Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent (%)</b>
Male	96	68.1
Female	45	31.9
<b>Total</b>	<b>141</b>	<b>100.0</b>
<b>Age</b>		
20-30 years	45	31.9
31-40 years	80	56.7
41-50 years	12	8.5
More than 50 years	4	2.8
<b>Total</b>	<b>141</b>	<b>100.0</b>
<b>Education Level</b>		
Certificate	24	17.0
Diploma	56	39.7
Degree	59	41.8
Masters	2	1.4
<b>Total</b>	<b>141</b>	<b>100.0</b>
<b>Work Experience</b>		
Less than 1 year	6	4.3
1-5 years	17	12.1
6-10 years	114	80.9
More than 10 years	4	2.8
<b>Total</b>	<b>141</b>	<b>100.0</b>

*Source: Primary Data, 2017*

The findings presented in table 4.1 revealed that majority, 68.1% of the respondents were male while the female were represented by 31.9%. The dominance of the male in the study could be attributed to the existence of female marginalization in the study area, hence causing gender imbalance.

Furthermore, table 4.1 revealed that majority, 56.7% of the respondents were within the age group of 31-40 years, followed by 31.9% who were within the age group of 20-30 years, while respondents within the age group of 41-50 years and more than 50 years were represented by 8.5% and 2.8% respectively. The dominance of the respondents within the age group of 31-40 years could be attributed to preference of maturity during employee recruitment. This is because, mature employees tend to settle in their jobs and perform better

compared to the young employees who will want to experiment their talents in every job opening.

Similarly, table 4.1 revealed that majority, 41.8% of the respondents were Bachelor Degree Holders, followed by 39.7% who were Diploma Holders, while those with Certificate and Masters qualifications were represented by 17% and 1.4% respectively. The dominance of Bachelor Degree Holders could be because the institution under study prefers recruiting knowledgeable and highly talented employees whose work performance will be admirable.

Last but not least, table 4.1 revealed that majority, 80.9% of the respondents had work experience of 6-10 years, followed by 12.1% who had work experience of 1-5 years, while respondents with work experience of less than 1 year and more than 10 years were represented by 4.3% and 2.8% respectively. The dominance of the respondents with work experience of 6-10 years could be attributed to their high level of knowledge and job skills which make them have better performance in their tasks.

#### **4.3 Mean Values for Work Environment**

This section captures the mean values of work environment. Work environment was measured using supervisor support, performance feedback, and work incentive. Table 4.2 provides the mean interpretation while table 4.3 provides the summary of mean values of work environment.

**Table 4.2: Mean Interpretation**

<b>Scale</b>	<b>Mean Range</b>	<b>Response</b>	<b>Interpretation</b>
5	4.21-5.00	Strongly agree	Excellent
4	3.41-4.20	Agree	Good
3	2.61-3.40	Not sure	Fair
2	1.81-2.60	Disagree	Poor
1	1.00-1.80	Strongly disagree	Very poor



**Table 4.3: The Mean Values of Work Environment**

<b>Work environment</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Interpretation</b>
<b>Supervisor support</b>			
Supervisors provide employees with clear responsibilities and allow them to decide how to accomplish them.	4.03	.925	Excellent
Supervisors include employees in the decision making process.	3.90	1.091	Good
Supervisors allow employees to work problems on their own in complex situations	3.87	1.020	Good
Supervisors help employees to find their passion.	3.76	1.095	Good
Supervisors guide employees on what should be done.	3.28	1.190	Fair
<b>Average Mean</b>	<b>3.77</b>	<b>1.064</b>	<b>Good</b>
<b>Performance Feedback</b>			
Your overall performance has improved because of feedback.	4.12	.914	Excellent
Your supervisor informs you on work areas to improve.	4.01	1.000	Excellent
You are rewarded by your supervisor for outstanding work performance.	3.94	1.057	Good
Your supervisor informs you when you make a mistake while performing your work.	3.91	.955	Good
You receive feedback on the progress of the organizational project you are involved in.	3.80	1.166	Good
<b>Average Mean</b>	<b>3.96</b>	<b>1.018</b>	<b>Good</b>
<b>Work Incentive</b>			
Your employers are dedicated to your career development.	3.70	.725	Good
You are satisfied with the career advancement opportunities available in your organization.	3.66	.835	Good
You get compensation for extra time spent doing work.	3.65	.821	Good
You are consulted in major decision making in your department.	3.48	.883	Good
You are satisfied with your salary	3.44	.966	Good
<b>Average Mean</b>	<b>3.59</b>	<b>0.846</b>	<b>Good</b>
<b>Overall Average Mean</b>	<b>3.77</b>	<b>0.976</b>	<b>Good</b>

*Source: Primary Data, 2017*

The findings in table 4.3 revealed that work environment was generally assessed by respondents as good (overall average mean=3.77, Std=0.976). This was attributed to the good supervisor support (average mean=3.77, Std=1.064), good performance feedback (average mean =3.96, Std=1.018), and good work incentive (average mean=3.59, Std=0.846).

Table 4.3 revealed that supervisor support was assessed by the respondents as good because majority of the respondents strongly agreed that their supervisors provide them with clear responsibilities and allow them to decide how to accomplish them (mean=4.03, Std=0.925). Furthermore, respondents agreed that their supervisors include them in the decision making process (mean=3.90, Std=1.091), allow them to work problems on their own in complex situations (mean=3.87, Std=1.020), help them to find their passion (mean=3.76, Std=1.095), and guide them on what should be done (mean=3.28, Std=1.190).

The above findings imply that supervisors of Tanzania Wildlife Fund are very instrumental to their employees. They have created good supervisor-employee relationship which makes the employees to look up to them for approval or guidance. This kind of relationship motivates employees to work even harder and perform better. It also follows that the employees having good support from their supervisors, view their employers as being generally caring about their well-being, that type of attitude will influence their performance in a positive way. In other words, it can be argued that supervisor support leads high employee performance due to satisfaction and motivation. This is because, employees who believe their superiors are considerate leaders will perform better than those who do not perceive that their managers as such.

Furthermore, table 4.3 revealed that performance feedback was assessed by the respondents as good because majority of the respondents strongly agreed that their overall performance has improved because of feedback (mean=4.12, Std=0.914), and that their supervisors inform them on work areas to improve (mean=4.01, Std=1.000). In addition, respondents agreed that they are rewarded by their supervisors for outstanding work performance (mean=3.94, Std=1.057), and that their supervisors inform them when they make a mistake while performing their work (mean=3.91, Std=0.955). Respondents also agreed that they receive

feedback on the progress of the organizational project they are involved in (mean=3.80, Std=1.166).

The above findings indicate that the management of Tanzania Wildlife Protection Fund prefer providing their employees with performance feedback so as to help them improve in areas of weakness and also motivate them to perform better. Performance feedback establishes reward system that will combine the effort of leaders and the worker of organization to the common goals of their organizations. This implies that in order to achieve high performance goal of the organization, performance feedback becomes a very important component of human resource management. This is because performance feedback provides basis for training and development of existing staff, and motivating and maintaining a quality human resource through correct and proper rewarding of their performance.

In addition, table 4.3 revealed that work incentive was assessed by the respondents as good because majority of the respondents agreed that their employers are dedicated to their career development (mean=3.70, Std=0.725), and that they are satisfied with the career advancement opportunities available in their organization (mean=3.66, Std=0.835). Furthermore, respondents agreed they get compensation for extra time spent doing work (mean=3.65, Std=0.821), they are consulted in major decision making in their departments (mean=3.48, Std=0.883), and that they are satisfied with their salary (mean=3.44, Std=0.966).

The above results imply that Tanzania Wildlife Protection Fund has good incentive programs that are intended to enhance employee performance. This is because every person has his own wants and desires, for that purpose he/she works to fulfill them. However, it is not enough for an employee to be satisfied materially, therefore, non-material aspects are as essential too. Material means his salary, bonuses, allowances, job security and other facilities. While non-material aspect includes leaves, excellent working environment, good understanding among other fellow workers and top management, all these elements have much to do with motivation of employee.

As far as the employee's performance is concerned, employee motivational incentive programs have been found to be the most commonly adopted technique among

organizations. The purpose of the program is to reward productive performance, reinforce positive behaviour and stir interest in employee. Performance and how it could be enhanced is central to the concern of industries and organizations, therefore many organizational scientists, are very much interested in different schemes and techniques related to performance and its growth incentives are one of those techniques used in workplaces to stimulate employees in order to get desired performance.

#### **4.4 The Mean Values for Employee Performance**

This section captured information on employee performance which was measured using employee effectiveness, work efficiency, and work productivity. Table 4.4 gives the summary of the findings.

**Table 4.4: The Mean Values for Employee Performance**

<b>Employee Effectiveness</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Interpretation</b>
Your organization has development opportunities.	4.01	1.082	Excellent
Your organization has good pay and benefits policy.	3.67	1.072	Good
You have received enough training to perform your work better.	3.67	1.174	Good
You are confident in your leaders.	3.18	1.215	Fair
Resources are readily available for you to do your work	3.13	1.308	Fair
<b>Average Mean</b>	<b>3.53</b>	<b>1.170</b>	<b>Good</b>
<b>Work Efficiency</b>			
You complete your tasks quickly.	3.99	1.000	Good
You make efficient use of your time at work.	3.89	1.074	Good
You use the most effective methods for doing the work.	3.85	1.055	Good
You prioritize your tasks effectively.	3.74	1.085	Good
You are able to meet deadlines.	2.85	1.362	Good
<b>Average mean</b>	<b>3.66</b>	<b>1.115</b>	<b>Good</b>
<b>Work Productivity</b>			
You complete assignments on schedules.	3.68	.848	Good
You use available resources effectively.	3.57	.881	Good
You plan and prioritize your work	3.55	.944	Good
You set and accomplish goals.	3.43	1.009	Good
You help others to complete their tasks.	3.28	1.311	Fair
<b>Average Mean</b>	<b>3.50</b>	<b>0.999</b>	<b>Good</b>
<b>Overall Average Mean</b>	<b>3.56</b>	<b>1.095</b>	<b>Good</b>

*Source: Primary Data, 2017*

The findings in table 4.3 revealed that employee performance was assessed by respondents as 'good' (overall average mean=3.56, Std=1.095). This was attributed to the fact that all variables that measured employee performance in this study were assessed as 'good': employee effectiveness (average mean=3.53, Std=1.170), work efficiency (average mean=3.66, Std=1.115), and work productivity (average mean=3.50, Std=0.999).

Employee effectiveness was assessed as 'good' by respondents because majority of them strongly agreed that their organization has development opportunities (mean=4.01, Std=1.082), has good pay and benefits policy (mean=3.67, Std=1.072), and provides training to enhance employee performance (mean=3.67, Std=1.174). However some respondents were skeptical that their leaders are confident (mean=3.18, Std=1.174), and that resources were readily available (mean=3.13, Std=1.308). This implies that much as the organization has development and training opportunities for its employees, resources are often not readily available.

Furthermore, respondents assessed work efficiency as 'good' because majority of the respondents strongly agreed that they complete their tasks quickly (mean=3.99, Std=1.000), make efficient use of their time at work (mean=3.89, Std=1.074), use the most effective methods for doing their work (mean=3.85, Std=1.055), prioritize their tasks effectively (mean=3.74, Std=1.085), and are able to meet deadlines (mean=2.85, Std=1.362).

The results imply that the employees of Tanzania Wildlife Protection Fund are efficient in their work since their service delivery is on time and understand the importance of giving their best efforts in every tasks they engage in. This shows that they are satisfied with their jobs and would freely recommend the organization to another person.

Furthermore, work productivity was assessed by the respondents as 'good' because majority of the respondents agreed that they complete their tasks on schedule (mean=3.68, Std=0.848), use available resources effectively (mean=3.57, Std=0.881), plan and prioritize their work (mean=3.55, Std=0.944), and set and accomplish goals (mean=3.43, Std=1.009). However, respondents were skeptical on whether they help others to complete their tasks (mean=3.28, Std=1.311). This implies that the employees of Tanzania Wildlife Protection

Fund have work productivity that enables them to perform well and achieve organizational goals. However, it seems that the same employees lack team work since most of them indicated not helping others to complete their tasks.

#### 4.5 The Effect of Supervisor Support on Employee Performance in Tanzania Wildlife Protection Fund

The first objective of this study was to determine the effect of supervisor support on employee performance in Tanzania Wildlife Protection Fund. Table 4.5 gives the summary of the findings.

**Table 4.5: The Effect of Supervisor Support on Employee Performance in Tanzania Wildlife Protection Fund**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.606 <sup>a</sup>	.368	.363	.42002	.368	80.866	1	139	.000
Model			Sum of Squares	df	Mean Square	F	Sig.		
1	Regression		14.266	1	14.266	80.866	.000 <sup>b</sup>		
	Residual		24.522	139	.176				
	Total		38.788	140					
Model		Unstandardized Coefficients			Standardized Coefficients		t	Sig.	
		B	Std. Error	Beta					
1	(Constant)	1.822	.197			9.241	.000		
	Supervisor Support	.463	.051	.606		8.993	.000		

a. Dependent Variable: Work Performance

b. Predictors: (Constant), Supervisor Support

The findings presented in table 4.5 revealed that supervisor support has a significant effect on employee performance. This is signified by the fact that supervisor support is responsible for 36.8% variance in employee performance ( $R^2=0.368$ ,  $p=0.000$ ). In other words, a positive

improvement of supervisor support will significantly cause improvement in employee performance by 36.8%.

Furthermore, table 4.5 revealed that the model is a best fit, that is, it can statistically and significantly predict the variance in employee performance ( $F=80.866$ ,  $p=0.000$ ). It therefore implies that the null hypothesis that there is no significant effect of supervisor support on employee performance in Tanzania Wildlife Protection Fund is rejected and the alternative hypothesis upheld.

Similarly, table 4.5 revealed that every single enhancement in supervisor support, significantly causes 60.6% improvement in employee performance ( $\text{Beta}=0.606$ ,  $p=0.000$ ). This implies that supervisor support is very instrumental in promoting employee performance.

#### **4.6 The Effect of Performance Feedback on Employee Performance in Tanzania Wildlife Protection Fund**

The second objective of this study was to establish the effect of performance feedback on employee performance in Tanzania Wildlife Protection Fund. The findings were summarized in table 4.6 below.



**Table 4.6: The Effect of Performance Feedback on Employee Performance in Tanzania Wildlife Protection Fund**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.644 <sup>a</sup>	.415	.411	.40394	.415	98.721	1	139	.000
Model			Sum of Squares	df	Mean Square		F	Sig.	
1	Regression		16.108	1	16.108		98.721	.000 <sup>b</sup>	
	Residual		22.680	139	.163				
	Total		38.788	140					
Model			Unstandardized Coefficients		Standardized Coefficients		t	Sig.	
			B	Std. Error	Beta				
1	(Constant)		1.608	.200			8.036	.000	
	Performance Feedback		.495	.050	.644		9.936	.000	

a. Dependent Variable: Work Performance

b. Predictors: (Constant), Performance Feedback

The findings presented in table 4.6 revealed that performance feedback has a significant effect on employee performance. This is because performance feedback is responsible for 41.5% variance in employee performance ( $R^2=0.415$ ,  $p=0.000$ ). In other words, if performance feedback is widely adopted, it will encourage and promote employee performance by 41.5%.

Furthermore, table 4.6 revealed that the model is a best fit, that is, it can statistically and significantly predict the variance in employee performance ( $F=98.721$ ,  $p=0.000$ ). It therefore implies that the null hypothesis that there is no significant effect of performance feedback on employee performance in Tanzania Wildlife Protection Fund is rejected and the alternative hypothesis upheld.

Similarly, table 4.6 revealed that every single improvement in performance feedback, significantly causes 64.4% improvement in employee performance (Beta=0.644, p=0.000). This implies that performance feedback is very important in promoting employee performance.

#### 4.7 The Effect of Work Incentives on Employees' Performance in Tanzania Wildlife Protection Fund

The third and last objective of this study was to determine the effect of work incentives on employees' performance in Tanzania Wildlife Protection Fund. Table 4.7 gives the summary of the findings.

**Table 4.7: The Effect of Work Incentives on Employees' Performance in Tanzania Wildlife Protection Fund**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.712 <sup>a</sup>	.506	.503	.37113	.506	142.613	1	139	.000
Model			Sum of Squares		df	Mean Square		F	Sig.
1	Regression		19.643		1	19.643		142.613	.000 <sup>b</sup>
	Residual		19.145		139	.138			
	Total		38.788		140				
Model			Unstandardized Coefficients			Standardized Coefficients		t	Sig.
			B	Std. Error		Beta			
1	(Constant)		1.125	.207				5.439	.000
	Work Incentive		.681	.057		.712		11.942	.000

a. Dependent Variable: Work Performance

b. Predictors: (Constant), Work Incentive

The findings presented in table 4.7 revealed that work incentives have a significant effect on employee performance. This is because work incentive is responsible for 50.6% variance in

employee performance ( $R^2=0.506$ ,  $p=0.000$ ). In other words, if work incentive is widely adopted, it will encourage employee performance by 50.6%.

Furthermore, table 4.7 revealed that the model is a best fit, that is, it can statistically and significantly predict the variance in employee performance ( $F=142.613$ ,  $p=0.000$ ). It therefore implies that the null hypothesis that there is no significant effect of work incentive on employee performance in Tanzania Wildlife Protection Fund is rejected and the alternative hypothesis upheld.

Similarly, table 4.7 revealed that every single improvement in work incentives, significantly causes 71.2% improvement in employee performance ( $Beta=0.712$ ,  $p=0.000$ ). This implies that work incentive is very important in promoting employee performance.

**Table 4.8: The Effect of Work Environment on Employee Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.780 <sub>a</sub>	.609	.600	.33278	.609	71.085	3	137	.000
Model			Unstandardized Coefficients		Standardized Coefficients	t		Sig.	
			B	Std. Error	Beta				
1 (Constant)			.657	.201		3.264		.001	
Supervisor Support			.222	.050	.290	4.471		.000	
Performance Feedback			.138	.060	.179	2.296		.000	
Work Incentive			.427	.072	.446	5.946		.000	

a. Dependent Variable: Work Performance

b. Predictors: (Constant), Supervisor Support , Performance Feedback, Work Incentive

Table 4.8 revealed that work environment significantly affects the variance in employee performance by 60.9% ( $R^2=0.609$ ). This implies that improving the work environment causes an improvement in employee performance.

Furthermore, table 4.8 revealed work incentive is the highest (44.6%) predictor of employee performance ( $\text{Beta}=0.446$ ,  $p=0.000$ ), followed by supervisor support which can predict up to 29% variance in employee performance ( $\text{Beta}=0.290$ ,  $p=0.000$ ), while performance feedback could only predict 17.9% variance in employee performance ( $\text{Beta}=0.179$ ,  $p=0.000$ ). This implies that work incentive should be emphasized in Tanzania Wildlife Protection Fund so as to encourage and improve employee performance.

## **CHAPTER FIVE**

### **DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the discussion of the study guided by the study objectives. The discussion of this study findings were done by reviewing related literature, and comparing and contrasting with other previous studies. The study was later concluded and appropriate recommendations accruing from the findings were made.

#### **5.2 Discussions of Findings**

This section discussed the findings according to the specific study objectives.

##### **5.2.1 The Effect of Supervisor Support on Employee Performance in Tanzania Wildlife Protection Fund**

The first objective of this study was to determine the effect of supervisor support on employee performance in Tanzania Wildlife Protection Fund. The study found that supervisor support significant affects employee performance. The null hypothesis was rejected and the alternative hypothesis upheld. The finding was attributed to the fact that supervisors provided employees with clear responsibilities and allowed them to decide how to accomplish tasks, included them in major decision making process, and guided them in finding their areas of interests and passion.

This kind of supervisor-employee relationship contributes to employee performance because a supervisor acts as advocate for employees by gathering and distributing the resources needed by the employees which provide positive encouragement for a job well done. As the working environment factor, supervisor interpersonal role is important to encourage positive relations and increase self-confidence of the employee and in return improve employee performance.

This therefore implies that employee-supervisor relationship is one of the most visible, universal relationships in the world of work. An employee's well-being encompasses many fundamental dimensions of employment, several of which can be significantly affected by an

immediate authority figure. Additionally, work cultures are often very diverse environments. Aside from formal status differences (e.g. supervisor vs. employee) there are ascribed statuses such as, gender, and seniority status. These ascribed characteristics can and often do lead to different expectations and treatment towards employees, even if different groups of employees have roughly the same human capital and work in the same occupation.

This study is in conformity with that of Sadiya and Maimunah (2015), and Sadiya and Maimunah (2016). For example Saidiya and Maimunah (2016) found that supervisor support had significant relationship with job satisfaction and employee performance.

### **5.2.2 The Effect of Performance Feedback on Employee Performance in Tanzania Wildlife Protection Fund**

The second objective of this study was to establish the effect of performance feedback on employee performance in Tanzania Wildlife Protection Fund. The study found a significant effect of performance feedback on employee performance. The null hypothesis was rejected and the alternative hypothesis upheld. The significant effect of performance feedback on employee performance was attributed to close supervision, reward for outstanding performance and involvement in organizational projects.

It is therefore important to understand that performance feedback is an important career development tool for employees. The supervisor can help guide the employee on the path to corporate advancement and the employee gets a clearer understanding of what is expected from him or her in a daily job duties. However, if the supervisor is unskilled or cannot give accurate feedback, then the performance feedback will have only a negative effect. However, in the event that negative feedback is delivered in an effective and persuasive manner, employees will take it seriously and will focus on eliminating the negative aspects in their performance. This is because, performance feedback is a motivator for an employee to improve his productivity. In other words, it helps an employee to clearly see defined goals, performance challenges, and career development solutions in place to help advance his career. Therefore, performance feedback helps management to know how individual

employees are acting and how they can enhance their performance in the organization. This is because every organization requires competent personnel to boost up their performance.

Several studies are in conformation to the above findings. For example a study conducted by Iqbal et al. (2013) on the impact of performance feedback on employee's performance found a positive relationship between performance feedback and employee's performance. Furthermore, a study by Omusebe et al. (2013) on the effects of performance feedback on employee productivity in Kenya indicated a positive and significant effect between the variables.

### **5.2.3 The Effect of Work Incentives on Employees' Performance in Tanzania Wildlife Protection Fund**

The third objective of this study was to determine the effect of work incentives on employees' performance in Tanzania Wildlife Protection Fund. The study found a significant effect of work incentive on employee performance. The null hypothesis was rejected and the alternative hypothesis upheld. The significant effect of work incentive on employee performance was largely attributed to management support of employee career development and advancement, compensation, involvement in decision making and good salary pay package.

In service organizations such as Tanzania Wildlife Protection Fund, the institution's performance is reflected in service delivery, innovation, creativity and quality of work done. However such innovations and creativity are done by employees who are satisfied with their jobs and the work environment. Incentives influence such performance by offering pay to influence future behavior or to course a repeat of particular behavior. Though incentives to motivate employees are numerous, some are more effective than others.

Financial incentives improve task performance significantly, but effectiveness dependent on organizational condition. Meta-analysis of 72 field studies indicated that an organizational behavior using monetary incentives improved task performance by 23% whereas social recognition did so by 17% and feedback by 10%. However, after combining all the three motivational reinforcers, performance improved by 45%. This is a stronger effect on

performance than when each was applied separately. Feedback combined with money and social recognition produced the strongest effect on performance (Perry, 2006).

Furthermore, consistent with the above findings are the findings from the studies of Hameed et al. (2013); Khan et al. (2013); Hameed et al (2014); and Gichuru (2015).

For example, Hameed et al. (2013) in their study on the impact of motivators on employees' performance found a positive and significant impact of incentive motivators and organization based self-esteem on employees' performance. Similarly, Khan et al. (2013) on their study on different factors determining intrinsic and extrinsic rewards in the light of Herzberg's two factor theory and their impact on banking employees' job satisfaction and job performance found that both intrinsic and extrinsic rewards had significant impact on employees' performance. Furthermore, Hameed et al (2014) in their study on the impact of compensation on employee performance in private banking sector of Pakistan found that compensation had progressive impact on employee performance.

### **5.3 Conclusions**

From the findings in chapter four, following conclusions basing on the objectives of the study have been derived;

**Objective one:** Supervisor support significantly affects employee performance in Tanzania Wildlife Protection Fund.

**Objective two:** Performance feedback significantly affects employee performance in Tanzania Wildlife Protection Fund.

**Objective three:** Work incentive significantly affects employee performance in Tanzania Wildlife Protection Fund.

Overall conclusion, work environment affects the level of employee performance. This implies that better supervisor support, improvement in the provision of performance feedback and work incentive, significantly causes an improvement in employee performance. However, the reverse is also true.



#### **5.4 Contribution to New Knowledge**

Several studies have investigated the effect of work environment on employee performance in different sectors using different work environment dimensions. The current study investigated the effect of selected dimensions of work environment (i.e. supervisor support, performance feedback, and work incentives) on employee performance. The new knowledge added is that the dimensions significantly affect employee performance in the service sector.

#### **5.5 Recommendations**

Basing on the findings in the previous chapter, this study proposes the following recommendations on the effect of work environment and employees performance in response to the objectives of the study;

**Objective one:** Tanzania Wildlife Protection Fund should train supervisors on proper management and leadership skills. This will help them to know how to handle different employee's challenges and guide them in achieving better performance.

**Objective two:** Tanzania Wildlife Protection Fund should design a performance feedback that provides daily results. This will help in early identification of weaknesses and improvement of performance.

Furthermore, the institution should encourage supervisor-employee relationship through role sharing, interactive meetings, delegation, etc. This will help employees to respect and yet value their supervisors as their superiors hence will enhance their performance at work.

**Objective three:** Management should design good employee incentives schemes to include a mix of both financial and non-financial incentives. Incentive type would influence performance differently when applied to the employee. Managers will therefore need to strategically identify incentives that lead to high performance among the employees. Non-financial incentives are key in employee incentive schemes, financial incentives supplement the same. Incentive schemes would be more effective when implemented consistently and with equity. This would work with organizational policies and structures supported by the top management.

### **5.6 Areas for Further Study**

The study used descriptive design whose results may not be so strong in making conclusions. Future researchers should use longitudinal study that uses observational method to make solid conclusion on the effect of work environment on employee performance.

Future studies should also be done to compare the work environment in all the East Africa countries in their wildlife sector vis-à-vis employee performance.

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## APPENDIX I: QUESTIONNAIRE

My name is Maximilian Kishiwa student at Kampala International University. This questionnaire has been developed to facilitate a study aimed at establishing the effect work environment on employee performance in TWPF. You have been identified as a critical player in this field. Your input in this study would be most valuable.

I'm therefore requesting your assistance to fill the attached questionnaires by ticking where appropriate or filling in the required information on the spaces provided as honestly and precisely as possible. The information given will be handled confidentially, and will only be used only for academic intention.

### Section A: Profile of the Respondents

Tick one appropriate answer

#### 1. Gender

- a) Male ☐ b) Female ☐

#### 2. Age

- a) 20-30 ☐ b) 31-40 ☐  
c) 41-50 ☐ d) 51 and above ☐

#### 3. Education Level

- a) Certificate ☐ b) Diploma ☐  
c) Degree ☐ d) Masters ☐  
e) PhD ☐

#### 4 Work Experience

- a) Less than 1 year ☐ b) 1-5 years ☐  
c) 6-10 years ☐ d) More than 10 years ☐

### Section C: Work Environment

Please indicate the extent to which each of the statements in the matrix represented below influences work environment in your organization. Please record your answer by ticking at the space provided, by the scale indicator.

**KEY:** 5=Strongly agree; 4=Agree; 3=Not sure; 2=Disagree; 1=Strongly disagree

#	Work Environment	1	2	3	4	5
<b>A</b>	<b>Supervisor support</b>					
1	Supervisors include employees in the decision making process.					
2	Supervisors allow employees to work problems on their own in complex situations					
3	Supervisors guide employees on what should be done.					
4	Supervisors help employees to find their passion.					
5	Supervisors provide employees with clear responsibilities and allow them to decide how to accomplish them.					
<b>B</b>	<b>Performance Feedback</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	You are rewarded by your supervisor for outstanding work performance.					
2	Your supervisor informs you when you make a mistake while performing your work.					
3	Your supervisor informs you on work areas to improve.					
4	You receive feedback on the progress of the organizational project you are involved in.					
5	Your overall performance has improved because of feedback.					

<b>C</b>	<b>Work Incentives</b>					
1	Your employers are dedicated to your career development.					
2	You are satisfied with the career advancement opportunities available in your organization.					
3	You are satisfied with your salary					
4	You are consulted in major decision making in your department.					
5	You get compensation for extra time spent doing work.					

### Section C: Employee Performance

Please indicate the extent to which each of the statements in the matrix represented below influences employee performance in your organization. Please record your answer by ticking at the space provided, by the scale indicator.

**KEY:** 5=Strongly agree; 4=Agree; 3=Not sure; 2=Disagree; 1=Strongly disagree

#	Employee Performance	1	2	3	4	5
<b>A</b>	<b>Employee Effectiveness</b>					
1	Resources are readily available for you to do your work					
2	You are confident in your leaders.					
3	You have received enough training to perform your work better.					
4	Your organization has good pay and benefits policy.					
5	Your organization has development opportunities.					
<b>B</b>	<b>Work Efficiency</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	You are able to meet deadlines.					
2	You prioritize your tasks effectively.					
3	You complete your tasks quickly					
4	You make efficient use of your time at work.					
5	You use the most effective methods for doing the work.					
<b>C</b>	<b>Work Productivity</b>					
1	You plan and prioritize your work					
2	You set and accomplish goals.					
3	You use available resources effectively.					
4	You complete assignments on schedules.					
5	You help others to complete their tasks.					

THE END

THANK YOU FOR YOUR COOPERATION

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