

**THE IMPACT OF WORKING ENVIRONMENT ON EMPLOYEES'
PERFORMANCE: THE CASE OF INSTITUTE OF FINANCE MANAGEMENT
IN DAR ES SALAAM REGION**

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled '**The impact of working environment on employees' performance, the case of Institute of Finance Management in Dar es Salaam**' in partial fulfillment of the requirements for degree of Masters in Human Resources Management (MHRM).

Dr. Salum S. Mohamed

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Date

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DECLARATION

I, **Christabella Peter Bushiri** do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

Signature

Date

DEDICATION

I dedicate this dissertation to my family especially my late father Peter Raphael Bushiri who passed away before he saw the results of his good work. He was always a source of inspiration and a mentor in serious life situations. Also my dedication goes to my lovely mother Theopista K. Bushiri, my lovely husband Mwesiga W. Barongo and my lovely brother Douglas P. Bushiri for being supportive when I struggled to ensure that this work is complete.

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ABSTRACT

Organizations must step outside their traditional roles and comfort zones to look at new ways of working. They have to create a work environment where people enjoy what they do, feel like they have a purpose, have pride in what they do, and can reach their potential. The study aimed to assess the impact of working environment on employees' performance at Institute of Finance Management in Dar es Salaam Region. For the purpose of this study, descriptive research design was used. Simple random sampling technique was respectively used to select the respondents for the study. Respondents for this study were fifty (50) made up of twenty-five (25) senior staff and twenty-five (25) junior staff. Structured questionnaires were used for data collection.

The study findings indicate that, organization working environment had an impact on members as far as respondents are concerned. The study also revealed that employees' will improve their performance if the problems identified during the research are tackled by the management. The problems are flexibility of working environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization so that to motivate employees to perform their job.

In conclusion based on the findings the study recommended that, the organization needs to have periodic meetings with employees to air their grievances to management and serve as a motivating factor to the employees. Management should find ways and means of communicating their goals and strategies to their employees in order to achieve what the organization is in business for, its mission and vision.

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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

Working environment plays an important role towards the employees' performance. Working environment is argued to impact immensely on employees' performance either towards negative or the positive outcomes (Chandrasekar 2001). 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, 1994). 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 literature 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 1992, Clements- Croome 1997).

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, 2005). When employees' are physically and emotionally fit 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).

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. 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 Africa have forcefully called for action to overcome these challenges. The African Union Extraordinary Summit on Employment and Poverty Alleviation in Africa (Ouagadougou, September 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.

1.2 Statement of the Research Problem

Noble (2009) states that more attention should be paid in identifying and dealing with working environment because when employee have negative perception to their environment they sometimes suffer from chronic stress. Opperman (2002) stated that, working environment means those processes, systems, structures, tools or conditions in the workplace that impact favorably or unfavorably individual performance. The working environment also includes policies, rules, culture, resources, working

relationships, work location, internal and external environmental factors, all of which influence the ways that employee perform their job functions.

This study is designed to examine the impact of working environment on employee's performance at the institute of finance management. This is the public institution which operates at the center of Dar es Salaam city with about 9000 students and 320 employees. The problem identified which made to undergo this research is based on the physical work environment which mostly affect employees' performance. The institute is located in an area of 4 acres which is small compared to the number of students and employees. This resulted to lack of enough offices for employees to do their work effectively, noise which cause discomfort depending on the task they are given and the environment of the place they are working.

Through this study the employer will get to know how its work environment impacts greatly on the employee's level of motivation and performance. A well designed office signals the values and objectives of the organization and the use of design in office interior communicates an organization values and identity. Office design therefore should be one of the factors in affecting employee's productivity. Employee's morale is often interrelated when it comes to productivity in the work environment. It is therefore important to find out the impact of working environment on employees' performance at this institute which will provide knowledge and measures to other public institutions in Tanzania.

1.3 Research Objectives

This research will be guided by the following study objectives

1.3.1 General Objective

The general objective of this study is to assess the impact of working environment on employees' performance at the Institute of Finance Management in Dar es Salaam.

1.3.2 Specific Objectives

- i. To determine the contribution of performance feedback on employees' performance.
- ii. To assess the use of job aid towards employees' performance.
- iii. To determine whether physical work environment has influence on employees' performance.
- iv. To examine whether supervisor support contribute towards employees' performance.

1.3 Research Questions

- i. How does performance feedback improve employees' performance?
- ii. How can job aid enhance employees 'performance?
- iii. What are the physical work environments that add towards employees' performance?
- iv. Which contribution does a supervisor has towards employees' performance?

1.5 Significance of the Study

It is anticipated that the findings of the study will pave way for the authorities of the institute of finance management to accept the variable that affects employees' working environment and their performance at the organization. Such an acceptance could be utilized to improve on the working conditions of employees. It will also visualize that the findings of this study will enable the organization to know how to address issues concerning the employees and its working environment and to consider office design as an important factor in increasing employees' performance.

It will therefore serve as a reference material for future researches in this area. Also, the results will throw more light on factors affecting employee's performance as far as their environments are concerned. The study is expected to provide knowledge and measures to improve the working environment of employees for better performance in public institution specifically at the Institute of Finance Management in Dar es Salaam Region.

1.6 Scope of the Study

The study will focus on employees at the Institute of Finance Management. This is the public institution which operates at the city center of Dar es Salaam Region with about 9000 students and about 320 employees. This study will find out how working environment has a significant impact upon employee performance and productivity.

1.7 Organization of the Study

The study will be structured into five chapters. Chapter one will deal with introduction, statement of research problem, research objectives and significance of the study. Chapter two will consist of literature review which will comprise of conceptual definitions, theoretical review, empirical analysis and conceptual frame work. Chapter three will contain the research methodology which comprise of the research design, study area, research population, sampling design, and data collection methods. Chapter four will highlight the presentation and interpretation of data as well as discussing of findings. Chapter five will contain the summary of the study, recommendations and conclusions.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This literature review attempts to discuss the various literature related to working environment which has impact 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. Through this review, literature is re-packaged and analyzed as a way of bringing new insights into the problem studied.

2.2 Conceptual Definitions

This subsection provides definitions of key concepts such as working environment and employee performance from various sources.

2.2.1 Working environment

Kohun (1992), defines working environment as an entirety which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. Working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work.

Brenner (2004) was of the opinion that "the ability to share knowledge throughout organizations depends on how the work environment is designed to enable

organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge". In addition, he argued that working environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity.

Opperman (2002) defines working environment is a composite of three major sub-environments: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity. Organizational environment include systems, procedures, practices, values and philosophies. Management has control over organizational environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality. Thus, issues of organizational environment influence employee's productivity.

2.2.2 Employee Performance

Sinha (2001) stated that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance.

Stup (2003) also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance.

Furthermore, a reward system should be implemented based on the performance of the employees. This is to motivate the employees in order to perform more on their task.

There are several factors that being described by Stup (2003) towards the success of the employees' performance. The factors are such as physical work environment, equipment, meaningful work, performance expectation, feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes.

Franco et al (2002) defined performance that relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence employers are supposed to provide appropriate working conditions in order to make sure the performance of employees meet the required standards.

2.3 Theoretical Literature Review

Employees' performance has been established to be directly related to employees' motivation. This assertion was corroborated by different management theories since the works of Frederick Taylor on 'The Principle of Scientific Management' in 1911 and Henry Gantt on 'Works, Wages and Profits' in 1913. Modern employees' motivation management methods have evolved over time which discredited Taylor's "differential piece rate -work" and Gantt's "task and bonus wage" systems. The modern employees' motivation management methods are employees' oriented and are more effective (Gardner and Lambert 1972).

Maslow (1943) said that people work to survive and live through financial compensation, to make new friends, to have job security, for a sense of achievement and to feel important in the society, to have a sense of identity, and most especially to have job satisfaction. All employees that have job satisfaction are high performers in their respective workplaces.

Taylor (1911) opined that the most important motivator of workers is salary and wages when he said that "non-incentive wage system encourages low productivity". He said that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more (Gardner and Lambert 1972).

Basing on those explanations, this study indicates that the success of any organization largely depends on the motivation of its employees.

2.3.1 Goal-setting Theory

The goal-setting theory had been proposed by Edwin Locke in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him for superior performance. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance feedback. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace training. It also advises that in order to drive the organization to peak performance managers and supervisors must put out front the human face of their organization. Principle here is the human-to-human interaction through providing individualized support and encouragement to each and every employee (Salaman et al, 2005).

Employee performance is a major multidimensional construct aimed to achieve results and has a strong link with planned goals of an organization (Abbas and Yaqoob, 2009). Performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization (Sabir et al. 2012).

Employees' goals achievement in this theory 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, 2009).

2.3.2 Expectancy Theory

The most widely accepted explanations of motivation have been propounded by Victor Vroom. His theory is commonly known as expectancy theory. The theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual to make this simple. Expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and shall result into realization of personal goal in form of some reward future events. The theory focuses on three things efforts and performance relationship, performance and reward relationship, rewards and personal goal relationship (Salaman et al, 2005).

This theory is based on the hypothesis that individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them. In order for employees to perform in this theory is by making sure each employee's workplace goals and values are aligned with the organization's mission and vision is important for creating and maintaining a high level of motivation. That can lead to higher productivity, improve employee performance, reduce the chances of low employee morale, encourage teamwork and instill a positive attitude during challenging times (Salaman et al, 2005).

2.3.3 Maslow's Hierarchy of Needs Theory

Abraham Maslow defined need as a physiological or psychological deficiency that a person feels the compulsion to satisfy. This need can create tensions that can influence

a person's work attitudes and behaviors. Maslow formed a theory based on his definition of need that proposes that humans are motivated by multiple needs and that these needs exist in a hierarchical order. His premise is that only unsatisfied need can influence behavior; a satisfied need is not a motivator (Ramlall, 2004).

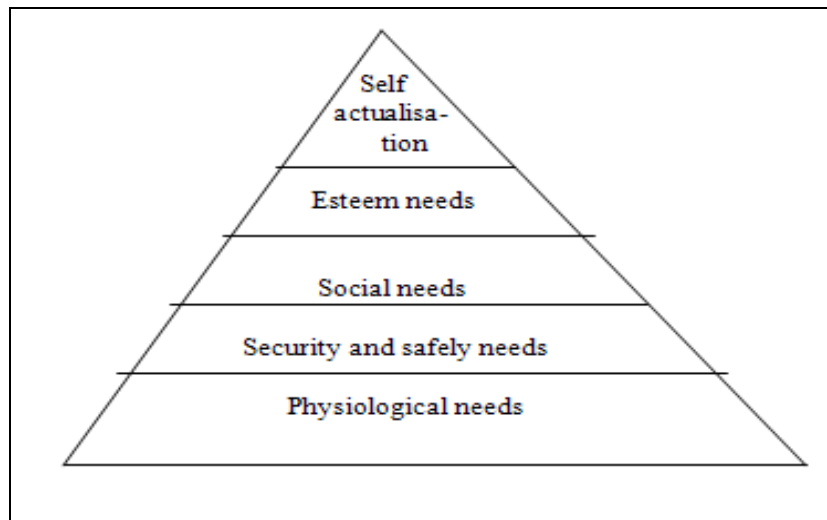


Figure 2.1 Maslow's theory hierarchy needs

Source: Ramlall, S. (2004)

A person starts at the bottom of the hierarchy (pyramid) and will initially seek to satisfy basic needs (e.g. food, shelter). Once these physiological needs have been satisfied, they are no longer a motivator. The individual moves up to the next level. Safety needs at work could include physical safety (e.g. protective clothing) as well as protection against unemployment, loss of income through sickness etc). Social needs recognize that most people want to belong to a group. These would include the need for love and belonging (e.g. working with colleague who supports you at work, teamwork, communication). Esteem needs are about being given recognition for a job well done. They reflect the fact that many people seek the esteem and respect of others. A promotion at work might achieve this. Self-actualization is about how people think about themselves - this is often measured by the extent of success and/or challenge at

work (Ramlall, 2004). One should also take care that employees don't just work for financial incentives. One should create an environment where employees like to come to work because they enjoy their jobs hence increase performance. Incentives also motivate the employees when you want them to go that extra mile to achieve your targets. Maslow's model has great potential appeal in the business world. The message is clear - if management can find out which level each employee has reached, then they can decide on suitable rewards (Ramlall, 2004).

2.3.4 Frederick Herzberg's Theory

Herzberg's theory concludes that certain factors in the workplace result in job satisfaction, but if absent, they don't lead to dissatisfaction but no satisfaction. 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. He 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 theory is sometimes called the "Motivator-Hygiene Theory" and/or "The Dual Structure Theory." Herzberg described four basic states that could occur:

1. High Motivation/High Hygiene: Perfect state of happy, motivated employees
2. High Motivation/Low Hygiene: Motivated employees who love the work but have lots of Complaints
3. Low Motivation/High Hygiene: Bored employees punching a clock for a Pay check
4. Low Motivation/Low Hygiene: Total mess of bored, unhappy employees.

Herzberg's research proved 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. 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 Herzberg identified as real motivators, such as achievement, advancement, development, etc., which represent a far deeper level of meaning and fulfillment.

2.3.5 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 X workers are that, to achieve organizational objectives, rewards of varying kinds are likely to be the most popular motivator. The challenge for management with Theory Y workers is to create a working environment (or culture) where workers can show and develop their creativity.

2.3.6 Working Environment Factors that Affect Employees Performance

An attractive and supportive working environment provide conditions that enable employees to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality of organization service. Basing on this study the factors are explained below.

2.3.6.1 Supervisor Support

A supervisor is also known as a person with an experience leader, a person who can solve problem and also the role model at the first level of organizational management (Adair, 1988; Nijman, 2004). Therefore, as an experience leader, the supervisors had 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 (Adair, 1988; Elangovan & Karakowsky 1999). Rabey, (2007) stated 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 is a case that the supervisor had failed in supporting their employees. For example, the miscommunication between employees and the supervisor in term of delivering the information or process on the job to the employees (Harris et. al., 2000).

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 leads to positive result to the performance from the employees (Blau, 1964).

2.3.6.2 Job Aid

Rossett and Gauier (1991) stated that, the purpose of job aid is to direct and guide as to enlighten the employees performance. Job aid also helps in order to support the employees' performance. An example of a military performance had been reviewed by (Duncan 1985) regarding the military reliance on job aids between 1958 and 1972 which is significant and positive contribution toward the military performance. He also stated that based on the results of military analysis, job aid saved money without jeopardizing employees work performance. There are three ways to increase performance based on the job aid (Cavanaugh, 2004). The first way is through the external support which means that the employees need to take leave from work and look for the source as for their reference to their job. The second way is through the extrinsic support. An extrinsic support means that the job aid is being given within the system itself. As for the third way, it is called the intrinsic support. An intrinsic support is an insider or software that is being used as for the efficiency of workflow.

2.3.6.3 Physical Work Environment

Physical working environment can result a person to fit or misfit to the environment of the workplace. A physical work environment can also be known as an ergonomic workplace. Researches on the workplace environment need to be done in order to get an ergonomic workplace for every each of the employees. By having this ergonomic

physical workplace at their workplace, it will help employees from not getting the nerve injury (Cooper & Dewe, 2004).

Furthermore, McCoy and Evans (2005) stated that the elements of working environment need to be proper so that the employees would not be stressed while getting their job done. In their article, they also stated that the physical element plays an important role in developing the network and relationship at workplace. Result of the employees' performance can be increased from five to ten percent depending on the improvement of the physical workplace design at their workplace (Brill, 1992).

Further, Amir (2010) mentions elements that related to the working environment. There are two main elements which are the office layout plan and also the office comfort. Amir (2010) also stated that a physical workplace is an area in an organization that is being arranged so that the goal of the organization could be achieved.

2.3.6.4 Performance Feedback

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).

2.3.6.5 Workplace Incentives

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.

2.4 Empirical Analysis

This empirical analysis attempts to discuss various studies on working environment which has impact on employee performance. These studies will be categorized as empirical analysis in the world, empirical analysis in Africa and empirical analysis in Tanzania.

2.4.1 Empirical Analysis in the World

Historically, the 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, 1960), 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. Through mutual interactions, employees develop relationships with co-workers that also prescribe behavioral expectations and influence behaviors (e.g., norms or informal standards of acceptable behavior).

For example, an unhappy employee could be prevented from lowering their performance by control mechanisms (e.g., standards of measurement, supervisory influence); however, widespread dissatisfaction among employees could lead to a strike or sabotage that might hinder an organization's effectiveness. Alternatively, dissatisfied employees might choose to maintain performance levels (due to control mechanisms) but neglect to inform supervisors of important information that, over time, would result in lower organizational effectiveness or efficiency. Thus, employees' job satisfaction sentiments are important because they can determine collaborative effort (Harter et al., 2002). Brenner (2004) asserted that the ability of employees within an organization to share knowledge throughout the system depends on the conditions of their work environment. Some employees tend to be more productive in a well facilitated work environment. More so, the quality of comfort variable from work environment determines the level of satisfaction and productivity of workers. Workers productivity

cannot be optimal, if the conditions of work environment are not favorable. Improved work environment enhances employee's productivity.

2.4.2 Empirical Analysis in Africa

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). That is development measured in terms of its three components—economic, social and political, 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, 1999). 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 impact on 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, 1999). 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, 1981). The development and retention of intellectual capital determines the competitive advantage of companies (Pritchett, 2005). To survive in the 21st century, institutions in 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, 1993; Senge, 1990).

As suggested by Govindarajulu (2004), in the twenty-first century, businesses are taking more strategic approach to environmental management to enhance their productivity through improving the performance level of the employees. It is evident in the research findings of Patterson et al., (1997) that the more satisfied workers are with their jobs the better the company is likely to perform in terms of subsequent profitability and particularly productivity. Sekar (2011) argues that the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment.

2.4.3 Empirical Analysis in Tanzania

Job satisfaction plays a vital role for any organization to achieve its goals and missions. It is not a new subject since it captured the attention of many scholars for many decades. It refers to the degree or level of contentment (Agho et al, 1993) or discontent of an employee regarding his/her work in general. It is a mental attitude and perception of the work (Hussin, 2011) that may eventually create the intention to join an organization, stay or leave the job. 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.

To achieve high levels of employee productivity, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Consequently, the physical environment is a tool that can be leveraged both to improve business results (Mohr, 1996) and employee well-being (Huang, Robertson and Chang, 2004). Ensuring adequate facilities are provided to employees is critical to generating greater employee commitment and productivity. The provision of inadequate equipment and adverse working conditions has been shown to affect employee commitment and intention to stay with the organization.

2.5 Research Gap

In the review of the literature, theoretical and empirical studies like Sumra (2005), Brenner (2004), Sekar (2011), (Harter et al., 2002) have been addressed especially on how working environment relate and affect employee performance as it is practiced in various areas in the world. It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage within the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees and absenteeism. Also most employees leave their organization because of the relationship with their immediate supervisor or manager.

However the gap identified from theoretical and empirical analysis is that, management must take an active role in not only defining the physical environment of the workplace and making it conducive for workers but also alter the management style to suit the employees. This refers to changing aspects like ethics, behavior, commitment, professionalism, drive and interpersonal relations in employees for the better performance. Also principals of management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment. Therefore from the above explanations, this study aims to determine the impact of working environment on employees' performance at the Institute of Finance Management in Dar es Salaam.

2.6 Conceptual Framework

Based on the literature review, the relationship between working environment and employee performance can be conceptualized and depicted in Figure 2.2.

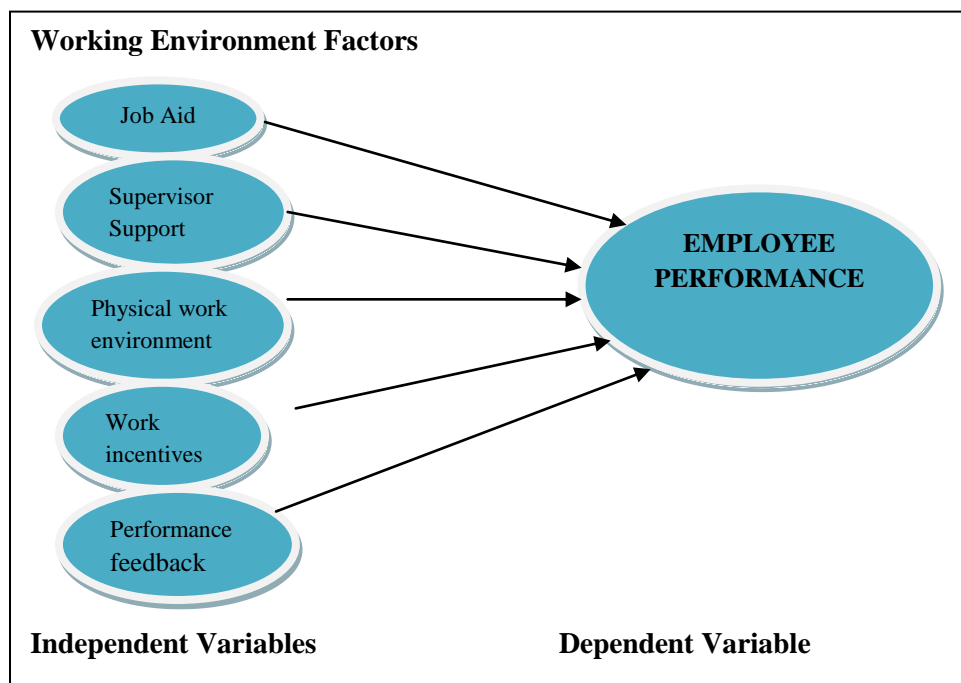


Figure 2.2: Conceptual Framework

Source: Researcher

2.7 Theoretical Framework

Theoretical framework attempts to give explanation of the variables as considered in the conceptual framework. The relationship is defined in such a way that the set of factors impact on an individual, which in turn determine the final outcome in terms of increased or decreased performance of that individual.

2.7.1 Job Aid and Employee Performance

A job aid is the external aid to an individual. The purpose of this job aid is to support the work activity (Rossett & Gauier-Downes, 1991). Being one of the working environment factors for employee performance, job aid is being used to guide the job performance in real time. This means that by having this job aid it will support the employees to perform and plan for the development so that it can be used as to obtain the optimal use for performance. Job aid made work to be easier and help minimize error rates. These can include templates, guides, models and checklists.

2.7.2 Supervisor Support and Employee Performance

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 (Blau, 1964).

2.7.3 Physical Work Environment and Employee Performance

Physical factors in the workplace such as poor layout or overcrowding can lead to common types of accident such as tripping or striking against objects. There are also some other factor that could affect the employees performance such as noise which will cause discomfort on the employees and thus reduce the employees' productivity. An employee could be affected depending on the task they are given and also the environment of the place they are working. By having a good environment, the employees could apply their energy and their full attention to perform work (Vischer, 2007).

2.7.4 Work Incentives and Employee Performance

Work incentive for increasing employee performance is often thought to be based on salary and promotion. 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 .Therefore the organization determines what motivates its employees and sets up formal and informal structures for rewarding them as the working environment factor which enhances performance.

2.7.5 Performance Feedback and Employee Performance

Performance feedbacks are regular feedback to employees' information on how they are performing. This should consist of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. The feedback needs to be as objective as possible and delivered with the appropriate interpersonal and conflict resolution skills. It can be a mix of both informal feedback and feedback delivered as part of a formal performance management cycle (Chandrasekar, 2011).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methods that were used to gather the data relevant to the study. It contains the research design, population, sample size and sampling technique, sampling procedure and explains the method and procedures for data collection, analysis and interpretation of the research findings.

3.2 Research Design

Research design refers to a plan which shows the strategy of an inquiry thought appropriate to the research (Kothari, 2004). For the purpose of this study, descriptive research design was used. The descriptive design describes phenomena as they exist. It issued to identify and obtain information on the characteristics of a particular problem or issue. Descriptive research design was selected because it has the advantage of producing good amount of responses from a wide range of people. Also, this design provides a meaningful and accurate picture of events and seeks to explain people's perception and behavior on the basis of the data collected. The advantage with this design is that it helps to find views as they are in their natural setting.

3.3 Study Area

The study area of this research was at The Institute of Finance Management in Dar es Salaam. This study aimed to target human resource management officers who are responsible on employee's performance management and the employees. The Institute of Finance Management in Dar es Salaam was selected due to its geographical location

and the existed factors that employees are encounter in attaining their job. Therefore, this study expects to get more useful information for the subject matter to pave a way for the management on how to overcome those challenges so that to enhance employees performance by improving their working environment.

3.4 Population of the Study

A population is any group of individuals that has one or more characteristics in common and that are of interest to the researcher (Creswell, 2005).Therefore, the target population of this study included human resources officers, head of departments, directors who manage human resources and staff members. The total population size at institute of finance management is 320 employees which includes teaching and non-teaching staffs.

3.5 Sample Size and Sampling Techniques

3.5.1 Sample Size

Kothari, (2004) defines sample as small group of respondents drawn from a population about which a researcher is interested in getting the information so as to arrive at a conclusion. This study selected respondents who are responsible on employee's performance management and employees themselves (staff members). Respondents help the researcher plans and to generalize the findings (Best & Kahn, 2006).In this study, a sample of 50 respondents of both teaching and non-teaching employees were used by answering questionnaires for the purpose of getting the findings of the study. A sample of 50respondentswere selected out of 320 employees because they considered to represent and having vital information for the study by virtue of their positions.

Sekaran (2010) stated that, in research investigations involving several hundreds or thousands of elements, it would be practically impossible to collect data from, or test, or examine every element. Even if it were possible, it would be prohibitive in terms of time, cost and other human resources. That's why sampling to make a research feasible.

A breakdown of the sample is presented in Table 3.1

Table 3.1: Sample Composition of the Study

Participants	Target Population Size	Sample Size
Human resources officers	4	4
Head of departments	40	10
Directors	15	5
Staff members	261	31
TOTAL	320	50

Source: Researcher

3.5.2 Sampling Techniques

In this study random sampling technique was used in collecting data. Creswell, (2005) defined random sampling as a subset of individuals that are randomly selected from a population .The goal is to obtain a sample that is representative of the larger population. Random sampling technique was adopted in getting the respondents to answer the questionnaires. Kothari, (2004) says that sampling technique is used because it guarantees desired representation of the relevant sub groups.

3.6 Data Collection Methods

In this study both primary and secondary data were used as methods of data collection. Primary data are those data which have been collected for the first time such as questionnaire while secondary data are those data that has been collected by someone else and exist somewhere (Kothari 2004).

3.6.1 Primary Data

Primary data is original and collected for the first time by the researcher. It is gathered through questionnaire and interviews. By using primary data as the method, we collect data during the course of doing experiment in experimental research (Kothari 2004). In this study data was gathered through questionnaire and interviewing the management and employees at the Institute of Finance Management. The reason of using primary data as a method of data collection is simply involves observation and questionnaire which enable the researcher to gather information which could not be easily obtained.

3.6.2 Secondary Data

Secondary data are those data that are already available and were collected from secondary sources of data such as journals, books, newspapers, websites, publications and other documents available in libraries including research reports from distinguished academicians (Kothari 2004). In this study secondary data collected by going through various documents like books, journals, websites which are relevant to the theme of the study for the purpose of gathering information.

3.7 Data collection tools

According to Creswell (2005) no single technique or instrument may be considered to be adequate in itself in collecting valid and reliable data. Therefore two major tools were used to obtain adequate and reliable information for this study. These include interviews and questionnaires of both structured and semi-structured nature. This study used data collection tools which involve observation, interview and questionnaires.

3.7.1 Questionnaire

According to Kothari (2004), a questionnaire is a method of collecting data which uses a set of questions for collecting data. In this method data are collected with the help of questions. Through this method, selected respondents of this study had to answer questions on their own and bring back to the researcher. Both structured and semi structured questions were used in helping the researcher to get answers and relevant information from respondent.

3.7.2 Observation

Kothari (2004) stated that, observation method allows the researcher to observe how respondents conduct their day-to-day and how those activities relate to job performance. In this study, the method was used in order to assess employee's working environment and the availability of resources for their job performance within the organization. The observation helped to collect nonverbal responses from the respondents. This was done through the use of checklist.

3.7.3 Interview

The interview method of data collection involves presentation of oral verbal stimuli and replying in term of oral-verbal responses. This method is used through personal interview and if possible telephone interview (Kothari 2004). In this study personal interview was used which required a person known as interviewer(researcher) by asking questions in face to face contact to the interviewee(respondents). The reason for using interview as a method of collecting data was that, more depth information can be obtained. Interview used open ended questions from which respondents were able to discuss issues of interests in details.

3.8 Reliability and Validity of Data

Best and Kahn(2006) define validity as the quality of a data gathering instrument or procedure that enables it to measure what is supposed to measure. In justifying the validity of this study, number of steps was taken. First, the use of random sample and convenience sample provided the study with rich information that enabled the generalization of finding to wider populations. Second, the data collection methods through the use of questionnaire and interview ensured excellent results.

Reliability on the other hand, is the degree of consistency that the instrument or procedure demonstrates (Best and Kahn 2006).In this study reliability was achieved by measuring consistent results from the respondents. Reliability of data was assured through information collected from relevant respondents with specific attention to key issues related to working environment and employees performance, factors which hindering employees performance, proper wording of instructions and logical arrangement of questions that were asked.

3.9 Data Analysis

Data from the answered questionnaires in this study was analyzed by using percentages. The collected data was checked for consistency and then frequencies and percentages used to show responses of the distribution. The results were presented in tables and chart form. The software used for analysis of the findings was Statistical Package for Social Sciences (SPSS).

CHAPTER FOUR

PRESENTATION OF FINDINGS, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter covers the analysis and interpretation of the various data collected through the use of questionnaires and interview as per objectives of the study. The overall number of employees at Institute of Finance Management is three hundred and twenty (320). The sample of 50 employees was taken and fifty (50) questionnaires were printed and distributed to respondents/employees for the purpose of collecting data. The total number of questions was 23 and below is the analysis of the collected data.

4.2 Findings and Data Analysis

4.2.1 Gender of Respondents

The study involved gender distribution of respondents in order to answer the questionnaires provided as shown on the table.

Table 4.1: Gender of Respondents

Respondents	Frequency	Percent	Valid percent	Cumulative percent
Female	24	48.0	48.0	48.0
Male	26	52.0	52.0	100.0
Total	50	100.0		

Source: Researcher

Table 4.1 above depicts that 52% and 48 % of respondents of male and female respectively answered the questionnaires distributed.

4.2.2 Rank of Respondents

The rank of respondents in this study was used in order to answer the distributed questionnaires.

Table 4.2: Rank of Respondents

Respondents	Frequency	Percent	Valid percent	Cumulative percent
Junior staffs	25	50.0	50.0	50.0
Senior staffs	25	50.0	50.0	100.0
Total	50	100.0	100.0	

Source: Researcher

From the table4.2, the junior staff of the organization makes up 50% of the employees who responded the distributed questionnaires. The remaining 50% make up the senior staff.

4.2.3 Age of Respondents

In this study, age of the respondents was considered to be important in finding the impact of working environment on employees' performance at institute of finance management.

Table 4.3 : Age of Respondents

Respondents	Frequency	Percent	Valid percent	Cumulative percent
20-30 years	14	28.0	28.0	28.0
31-40years	20	40.0	40.0	68.0
41-50 years	13	26.0	26.0	94.0
50 and above	3	6.0	6.0	100.0
Total	50	100.0	100.0	

Source: Researcher

The 31-40 year group constituted 40% of respondents and was highest number of respondents followed by 20-30 with 28% and then the 40-50 which made up 26% of

the respondents. The lowest number of respondents was within the 50 and above which made 6% of employees.

4.2.4 Physical Working Environment

Physical working environment in this study have been considered as one of the factors towards employees' performance as responded by employees through distributed questionnaires.

Table 4. 4: Physical Working Environment

Responses	Frequency	Percent	Valid percent	Cumulative percent
Very bad	11	22.0	22.0	22.0
Bad	10	20.0	20.0	46.0
Moderate	13	26.0	26.0	68.0
Good	8	16.0	16.0	52.0
Very good	8	16.0	16.0	100.0
Total	50	100.0	100.0	

Source: Researcher

Majority of the employees from the table 4.4 which constitute 26% described their physical working environment towards performance as moderate to influence them to stay in the office and work comfortable. 22% of the employees said the physical working environments very bad for them stay in the office and work comfortable. 20% of the employees describe the physical working environment towards performance as bad for them stay in the office and work comfortable while 16% of employees said their physical working environment is good and the remaining 16% of employees was very good for them and work comfortable. Majority of employees agree that there exists a strong relation between physical working environment and motivation for them to perform. This shows that it is the responsibilities of the organization to provide friendly working environment which will influence employees to work comfortable and perform their job.

4.2.5 Workplace Noise Distraction

The table 4.5 explained the presence of how noise distractions at the working place affected employees' performance.

Table 4.5 : Workplace Noise Distraction

Responses	Frequency	Percent	Valid percent	Cumulative percent
Strongly disagree	5	10.0	10.0	20.0
Disagree	15	30.0	30.0	30.0
Agree	11	22.0	22.0	52.0
Strongly agree	19	38.0	38.0	100.0
TOTAL	50	100.0	100.0	

Source: Researcher

From the table 4.5,38% of employees are strongly agree that presence of noise distractions at the working place affects their performance negatively while30% of the employees disagree that the noise at their workplace distracts them. 22% of employees agree that the noise distractions at the working place affect their performance. The remaining 10% of employees strongly disagree that noise at their work place distracts them. Workplace noise distraction has impact on employees' performance as resulted to uncomfortable and loosing employees' concentration in performing their task.

4.2.6 Employee Performance Feedback

The following responses explained how employees performance feedback applied by supervisor towards employees performance.

Table 4.6: Employee Performance Feedback

Responses	Frequency	Percent	Valid percent	Cumulative percent
Always	8	16.0	16.0	16.0
Usually	10	20.0	20.0	40.0
Sometimes	16	32.0	32.0	68.0
Rarely	8	16.0	16.0	32.00
Never	7	14.0	14.0	100.0
Not sure	1	2.0	2.0	
Total	50	100.0	100.0	

Source: Researcher

As shown from the table 4.6, 32% of the employees said they are sometimes receiving performance feedback from their supervisor, followed by 20% who said they are usually get performance feedback from their supervisor. 16% of the employees said they are rarely getting performance feedback from supervisor and another 16% said they are always receive performance feedback whereas 14% said they are never receive their performance feedback and lastly 2%not sure on receiving performance feedback from the supervisor. Employee performance feedback contributes on employee performance because it consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement.

4.2.7 Communication of Organization Goals and Strategies

The table 4.7 described the importance of communication of organization goals and strategies towards employees' performance.

Table 4.7: Communication of Organization Goals and Strategies

Responses	Frequency	Percent	Valid percent	Cumulative percent
Strongly disagree	6	12.0	12.0	50.0
Disagree	6	12.0	12.0	38.0
Agree	18	36.0	36.0	86.0
Strongly agree	20	40.0	40.0	100.0
Total	50	100.0		

Source: Researcher

From the table 4.7, 40% of the employees said they strongly agree the organization communicates its goals and strategies to them. 36% of the employees also said they agree that, the organization's goals and strategies are communicated to them. Also 12% of the employees disagree that goals and strategies of organization are communicated to them. Another 12% of the employees said they strongly disagree that the organization's goals and strategies are communicated to them. Communication of organization goals and strategies helps the employees to achieve what the organization is in business for and fulfill its organization mission and vision.

4.2.8 Job Aid

The following response explained the presence of job aid at the organization which contribute son employees' job performance.

Table 4.8: Job Aid

Response	Frequency	Percent	Valid percent	Cumulative percent
Strongly disagree	5	10.0	10.0	20.0
Disagree	5	10.0	10.0	36.0
Agree	15	30.0	30.0	52.0
Strongly agree	25	50.0	50.0	100.0
Total	50	100.0	100.0	

Source: Researcher

The table 4.8 defines that, 50% of the employees are strongly agree that the presence of job aid at the organization will contribute much in their job performance. 30% of the employees agree on the presence of job aid at the organization will contribute their job performance while 10% of the employees are disagree on the use of job aid to enhance performance. Another 10% of the employees strongly disagree on the presence of job aid being the factor of their performance. The presence of job aid at the organization supports employees to perform and plan for the development, made their work to be easier and help to minimize error rates.

4.2.9 Employee Recognition as Individual

Employee recognition as individual was considered to be important factor towards employee performance. The following were the response.

Table 4.9: Employee Recognition as Individual

Response	Frequency	Percent	Valid percent	Cumulative percent
Always	8	16.0	16.0	16.0
Usually	10	20.0	20.0	36.0
Sometimes	16	32.0	32.0	68.0
Rarely	8	16.0	16.0	84.0
Never	7	14.0	14.0	98.0
Not sure	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Source: Researcher

As shown from table 4.9 that, 32% of the employees said they are sometimes recognized as individual, followed by 20% who said they are usually recognized as individuals in the organization. 16% of the employees said they are rarely recognized as individuals and another 16% said they are always recognized as individuals whereas 14% said they are never recognized as individuals by the organization. 2% said they not sure if they are recognized as individuals in the organization or not. Being not

recognized as individual has negative impact on employees performance because of no feeling exist between them and the organization which occasionally demoralize them as they cannot air their views.

4.2.10 Communication between Employees

The responses from the table 4.10 described how employees are given opportunity to interact with other employees on a formal level towards their job performance.

Table 4.10: Communication between Employees

Responses	Frequency	Percentage	Valid percent	Cumulative percent
Strongly disagree	6	12.0	12.0	12.0
Disagree	4	8.0	8.0	20.0
Neither agree	2	4.0	4.0	24.0
Agree	17	34.0	34.0	58.0
Strongly agree	21	42.0	42.0	100.0
Total	50	100.0	100.0	

Source: Researcher

From the table 4.10, 42% of the employees strongly agree that they receive enough opportunity to interact with other employees on a formal level. On the other hand, 34% of the employees said they agree that the organization gives them the opportunity to interact with other employees while 12% said they strongly disagree that they are allowed to interact with their fellow colleagues on a formal level. 8% of employees said they disagree that the organization allows them to interact with other employees and 2% says that they neither agree nor disagree that the organization allows them to interact with other employees on a formal level. Communication between employees promotes trust and loyalty among them and encourages better team work and relationship shows communication system at the workplace which resulted in employee performance.

4.2.11 Employee Career Advancement

In table 4.11 there were response on employee career advancement in the organization.

Table 4.11: Employee Career Advancement

Responses	Frequency	Percent	Valid percent	Cumulative percent
Strongly disagree	4	8.0	8.0	8.0
Disagree	10	20.0	20.0	28.0
Neither agree	4	8.0	8.0	36.0
Agree	20	40.0	40.0	76.0
Strongly agree	12	24.0	24.0	100.0
Total	50	100.0	100.0	

Source: Researcher

Majority of the employees from table 4.11 which representing 40% said they agree to have a clear path for career advancement in the organization while 24% said they strongly agree to have a clear path for career advancement. 20% of the employees said they disagreed to have a clear path of career advancement in the organization whereas 8% said they neither agreed nor disagreed of having clear path of career advancement. 8% of the employees on other hand said they strongly disagreed to having a clear path for career advancement. By having clear path for career advancement in the organization helps in employee performance by working comfortable and increase organization productivity.

4.2.12 Employee Relationship with Supervisor

The responses in table 4.12 described the employee relationship with supervisor towards job performance.

Table 4.12: Employee Relationship with Supervisor

Responses	Frequency	Percent	Valid percent	Cumulative percent
Very bad	3	6.0	6.0	16.0
Bad	2	4.0	4.0	28.0
Moderate	6	12.0	12.0	48.0
Good	25	50.0	50.0	68.0
Very good	14	28.0	28.0	100.0
Total	50	100.0	100.0	

Source: Researcher

From the table 4.12, 50% of the employees said to have a good relationship with their supervisor, whereas 28% said to have a very good relationship with their supervisor. 12% of employees said to have moderate relationship with their supervisor while 6% said to have very bad relationship with their supervisor and remaining 4% of employees have bad relationship with their supervisor. Employee relationship with supervisor contributes on job performance because a supervisor act as advocate for employees by gathering and distributing the resources needed by the employees which provide positive encouragement for a job well done.

4.2.13 Employee Job Security in the Organization

The following were the response regarding the presence of employee job security in the organization towards their performance.

Table 4.13: Employee Job Security in the Organization

Responses	Frequency	Percent	Valid percent	Cumulative percent
Very bad	0	0	0	0
Bad	0	0	0	0
Moderate	15	30.0	30.0	75
Good	25	50.0	50.0	100.0
Very good	10	20.0	20.0	
Total	50	100.0	100.0	

Source: Researcher

From the table 4.13 the majority of employees who represent 50% describe to have good job security within the organization whereby 30% described their job security in the organization as moderate. The remaining 20% said their job security in the organization is very good in their staying. Employee job security in the organization contributes on employee performance because it plays a vital role in attract, keep and motivate them to perform their assigned task.

4.2.14 Clear Definition of Task

The following were the response on employees' clear definition of task.

Table 4.14: Clear Definition of Task

Responses	Frequency	Percent	Valid percent	Cumulative percent
Strongly disagree	3	6.0	6.0	6.0
Disagree	2	4.0	4.0	10.0
Neither agree	6	12.0	12.0	22.0
Agree	14	28.0	28.0	50.0
Strongly agree	25	50.0	50.0	100.0
Total	50	100.0	100.0	

Source: Researcher

From the table 4.14, 50% of the employees strongly agree to have the clear definition of task at their workplace whereas 28% agree to have clear definition of task. 12% neither agree nor disagree to clear definition of their task at their work place. 6% also strongly disagree to the clear definition of task and the remaining 4% disagree to the clear definition of task at their working place. Clear definition of task motivates employees to perform their job effectively and to achieve organization goals.

4.2.15 Supervisor's Rating on Communication

A supervisor has contribution on employee performance. The following were the response from employees on rating their supervisor on communication towards their job performance.

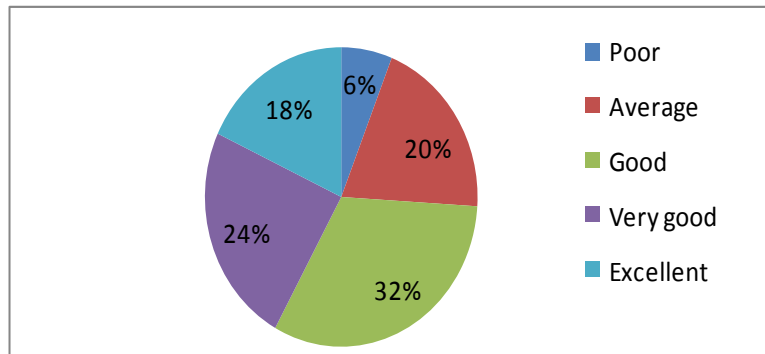


Figure 4. 1: Supervisor's rating on communication

Source: Researcher

The figure 4.1 described that, 32% of the employees rated their supervisor's communication skills as been good towards their job performance while 24% rated their supervisor as very good in terms of communication. 20% of employees said their supervisor's communication towards their job performance is average and 18% of employees rated their supervisor as excellent in terms of communication. The last 6% of employees said they are poor with their communication skills. In order to gain the employees performance, both employees and supervisor needs to play their part of relationship commitment that leads to positive result to the performance.

4.2.16 Supervisor's Rating on Planning and Organizing

A good supervisor needs to be competent in planning and organizing at the working place. The responses in figure 4.2 explained how employees rated their supervisor on planning and organizing at their working place.

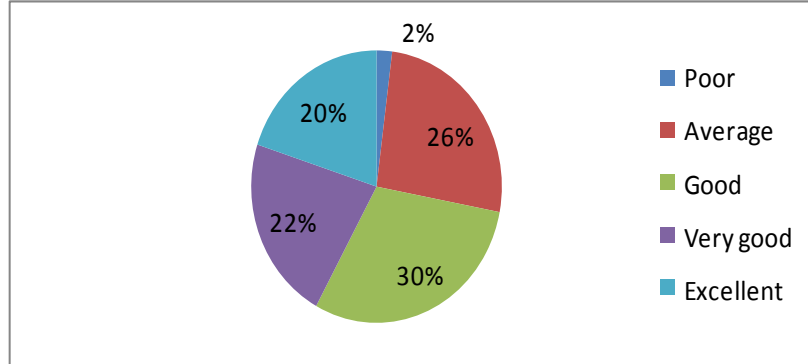


Figure 4.2: Supervisor's rating on planning and organizing

Source: Researcher

As shown from the figure 4.2, 30% of employees rated their supervisor being good in terms of planning and organizing at their workplace towards performance whereas 26% responded by saying their supervisor rate in planning and organizing towards their performance is average. 22% said that their supervisor contribution towards their job performance is very good in planning and organizing while 20% rated their supervisor as excellent when it comes to planning and organizing. Lastly is 2% of employees who rated their supervisor are poor. Supervisor's ability on planning and organizing helps in getting their job done by guiding employees on operational process.

4.2.17 Supervisor's Rating on Directing and Coordinating

The following were the response from employees on rating their supervisor on directing and coordinating towards their job performance.

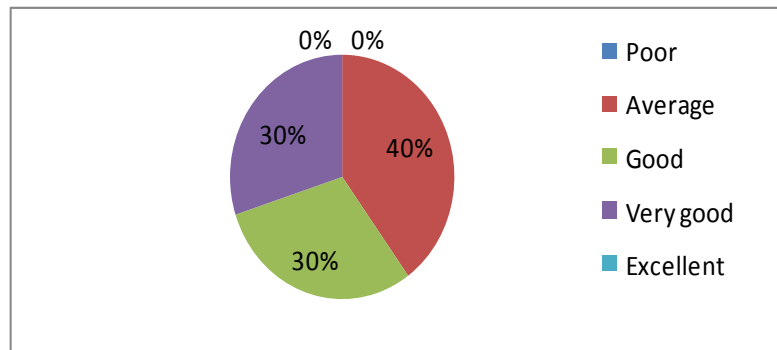


Figure 4.3: Supervisor's rating on directing and coordinating

Source: Researcher

Majority of employees from the figure 4.3 represent 40% rated average to their supervisor when it comes to directing and coordinating towards their job performance. 30% of employees responded by saying their supervisor are very good in directing and coordinating activities and as such they feel very much comfortable working with them while 30% of the employees who responded said their supervisor are good with directing and coordinating. Supervisor's competence on directing and coordinating contribute on employees' performance if the supervisor is having a very good communication skill especially during directing and coordinating on the training program, the employees will probably increase their competency and job performance.

4.2.18 Supervisor's Rating on Job/Technical Knowledge

The responses from figure 4.4 described how employees rated their supervisor on job/technical knowledge towards their job performance.

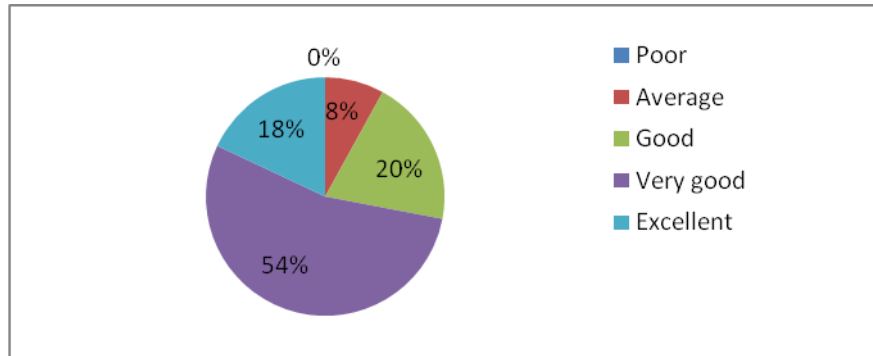


Figure 4.4: Supervisor's rating on job/technical knowledge

Source: Researcher

The figure 4.4 described that, 54% of employees responded by saying their supervisor are very good in job/technical knowledge towards performance. 20% of employees also responded by saying their supervisor have good job/technical knowledge towards performance whereas 18% said their supervisor are excellent with their job. The remaining 8% of employees rated their supervisor being average in terms of job/technical knowledge towards job performance. Supervisor's job/technical knowledge has contribution on employee performance because a supervisor is regarded as an experience leader who can solve employee problems by establishing objectives, selecting program method and techniques which leads to positive result to the performance from employee.

4.2.19 Supervisor's Rating on Interpersonal Relationship

The following were the employees' response on rating their supervisor on interpersonal relationship towards their job performance.

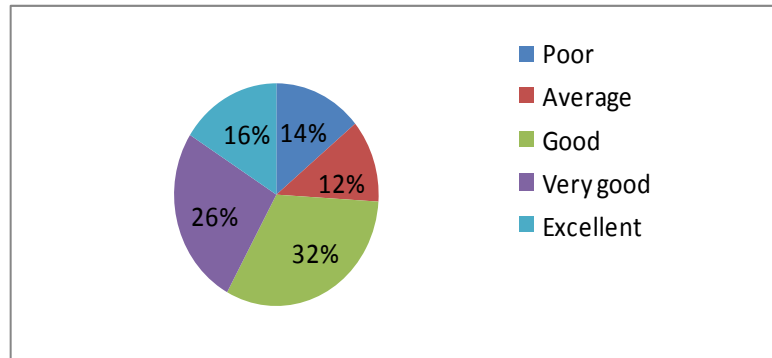


Figure 4.5: Supervisor's rating on interpersonal relationship

Source: Researcher

From the figure 4.5, 32% of employees responded by rating their supervisor's interpersonal relationship is good at the working place. 26% of employees rated their supervisor being very good in terms of their interpersonal relationship while 16% rated their supervisor as excellent in interpersonal relationship. Some of the employees said their supervisor interpersonal relationship is poor at the working which represent 14% of employees whereas 12% said their supervisor's interpersonal relationship is average towards job performance. Supervisor's interpersonal relationship contributes on employees' performance in terms of delivering the information or process on the job to the employees at the working place. If full commitment is given, it leads to positive result to the performance from the employees.

4.2.20 Work Incentives towards Employee Performance

Work incentives were also considered to be the important factor towards employees' performance in this study. The following were the response from employees on how work incentives contribute towards their job performance.

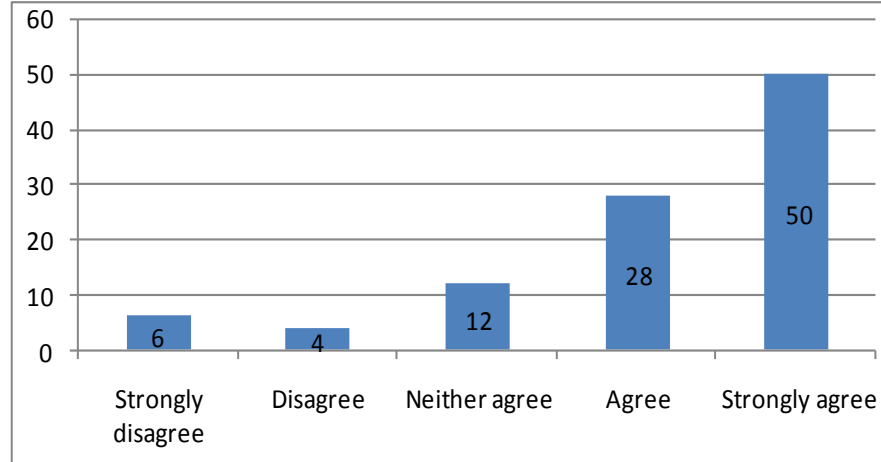


Figure 4.6: Work incentives towards employee performance

Source: Researcher

As shown from the figure 4.6, 50% of employees were strongly agree that work incentives in the organization will motivate them and hence employee performance. Then 28% of employees agreed on work incentives being as the motivation factor for them to perform. 12% of employees are neither agreed on work incentives being the factor for them to perform while 6% of employees were strongly disagree on work incentives as the motivation factor for performance. The remaining 4% of employees disagreed on work incentives as a factor of employee performance. Work incentives have impact on employee performance because by having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. Furthermore, a reward system should be implemented based on the performance of the employees. This is to motivate the employees in order to perform more on their task.

4.2.21 Length of Working Period

In this study length of working period was also considered towards employee's performance as presented in the figure 4.7.

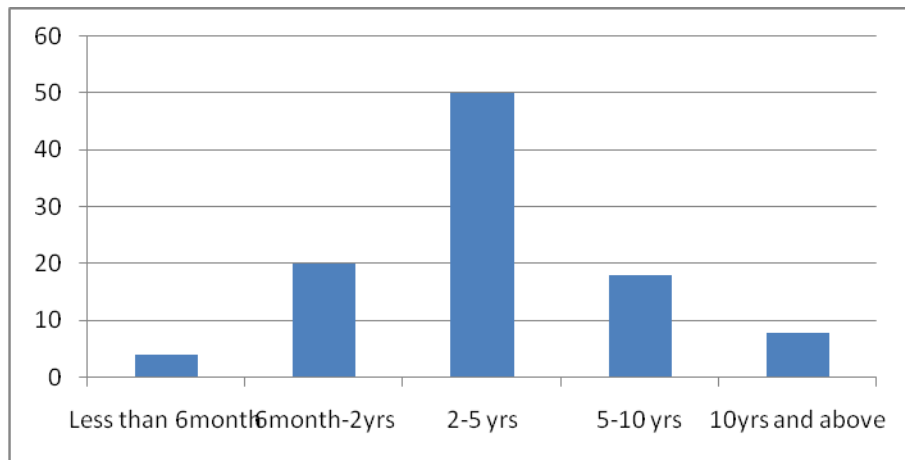


Figure 4.7: Length of working period

Source: Researcher

Majority of employees as shown from the figure 4.7 according to them have worked with the organization for a period of 2-5 years representing 50%, followed by 20% of employees who have worked with the organization within the period of 6 month-2years. 18% of the employees have worked with the organization for a period of 5-10 years and 8% have worked with the organization over 10 years. 4% of the remaining respondents have worked with the organization for less than 6 months. Length of working period on employee performance is determined by person's ability to perform also including the opportunity and willingness to perform as well.

4.2.22 Referral of a Friend to Work with the Organization

The following were the response from employees regarding their referral of a friend to work with the organization.

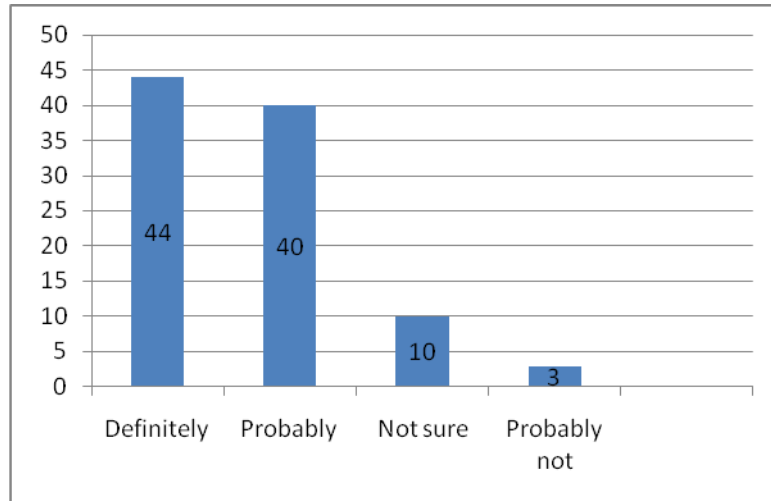


Figure 4.8: Referral of a friend to work with the organization

Source: Researcher

From the figure 4.8, 44% of the employees answered by saying they will definitely refer a friend to work with the organization whereas 40% said they will probably recommend a friend to work with the organization. 10% of the employees on the other hand said they are not sure if they will recommend a friend to the organization and 6% said they will probably not refer a friend to work with the organization. Organization has to provide friendly working environment which attract and influence employees to work comfortable and perform their job effectively as a means of referral of a friend to work with the organization.

4.2.23 Fairly Treatment of Rewarding Employees

In this study fairly treatment of rewarding employees was also considered towards employees' performance as presented in the figure 4.9.

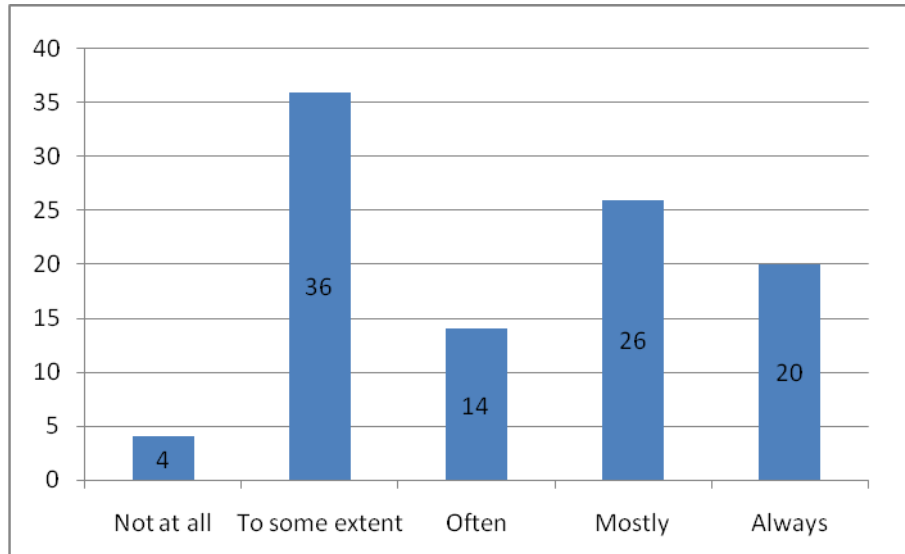


Figure 4.9: Fairly treatment of rewarding employees

Source: Researcher

The figure 4.9 describe that, 36% of the employees said to some extent the organization has fairly treatment on rewarding employees who perform well. 26% of employees responded by saying there is mostly fairly treatment on rewarding performers while 20% of employees said there is always fairly treatment on rewarding employees who perform well.14% of the employees responded by saying there is often fairly treatment on rewarding performers and the remaining 4% said the organization is not at all fair on treatment for rewarding employees who performs well. The organization needs to determine what motivates its employees by setting up formal and informal structures for rewarding which enhances employees' performance.

4.3 Discussion of the Findings

Findings show that almost 50% of employees agreed that there exists a strong relation between physical working environment and motivation for them to perform. This shows that it is the responsibilities of the organization to provide friendly working environment which will influence employees to work comfortable and perform their

job. By having a good environment, the employees could apply their energy and their full attention to perform work Vischer, (2007).

Cummings and Schwab (1973) mentioned the connection between leadership behavior and employees performance. It is further supported by Maritz (1995) who reported that effective leadership behavior facilitates the attainment of the subordinate's desires, which then results in effective performance. A finding shows that 32% of respondents agreed with the thinking that their head of department communicate effectively which is supported by Salacuse (2007) who indicates that leaders are now required to lead by negotiation, they need to communicate effectively by appealing to the interests of the followers. 40% of respondents agreed on employees' participation in meetings and sharing ideas. The findings are supported by Cassar(1999) that employee participation and involvement in decision making have a positive association with positive work attitudes and employee commitment. 40% of the respondents agreed with the statement that "good communication environment at work place is necessary to improve performance". Findings are supported by Chen (2011) who found that there are positive relationships between organizational communication, organizational commitment and job performance. Kotter, (1988) noted that effective organizational communication promotes productivity.

Findings show that 32% of respondents rated their supervisor interpersonal relationship at the working place as good. 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 (Blau, 1964).

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section contains the major findings that came out of the study and the conclusion drawn. It covers conclusion and recommendations areas for further study.

The study investigated the impact of working environment on employees' performance at Institute of Finance Management in Dar es Salaam region. It sought to find out whether working environment can influence employee's performance at the institute. Descriptive sample survey was used to carry out the study. This was because the study was intended to measure the respondents' views about the issue. Sampling technique was respectively used to select the respondents for the study. In all, Fifty 50 respondents comprising Twenty Five (25) Junior staff and Twenty Five (25) Senior staff were involved in the study. The research instrument that was used in the data gathering was a questionnaire. To give direction to the study, the following research questions were asked, how does performance feedback improve employees' performance? How can job aid enhance employees' performance? What are the physical work environments that add towards employees' performance? Which contribution does a supervisor has towards employees' performance? The data gathered were analyzed using SPSS. It was found out that most factors that comprise workplace influence employee's behavior. This is however the working environment affects the employee in one way or the other and employees play a very crucial role in an organization like Institute of Finance Management.

5.2 Summary of the Main Findings

The study revealed that the organization working environment had an impact on members as far as respondents are concerned. The study found that, the organization needs to improve its physical working environment so that to influence employees to stay in the office, work comfortable and perform their job. The study also revealed that employees are sometimes not recognized as individuals i.e. no feeling exist between them and the organization and this occasionally demoralize them as they cannot air their views. Through this study it revealed that employees' performance depended much on the presence of job aid at the organization. This means by having job aid it will support the employees to perform and plan for the development so that it can be used as to obtain the optimal use for performance. It was also found that, the organization to some extent has fairly treatment on rewarding employees who perform well. The study also revealed that employee's will improve their performance if the problems identified during the research are tackled by the management. The problems are flexibility of working environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization so that to motivate employees to perform their job.

5.3 Implications of the Findings

In order to improve the performance, management can consult the employees before decision making to seek their suggestions. In order to rectify that the management has to encourage their employees to experiment new methods and try out creative ideas which will results a positive impact on their performance. The management has to

organize more training and development programs for improving the performance of employees. Since most of the employees are not satisfied with the monetary benefits, the management has to consider this as a serious issue and try to give more salaries according to their years of experience as well as improving their physical working environment. The management has to look into the grievances and complaints of the employees on observable phenomena which are influenced by emotions or personal prejudices. Promotions have to be given according to their experiences and performance. The management must take an active role in not only defining the physical environment of the workplace and making it conducive for workers but also alter the management style to suit the employees. This refers to changing aspects like ethics, behaviour, commitment, professionalism, drive and interpersonal relations in employees for the better. Supervisors must reduce the tendency to micromanage and instead display that they have confidence in the ability of their team members and trusts them to do their work efficiently. If the supervisor treats his subordinates as professionals then there is no reason that they should not behave in that way. Such an attitude promotes trust and loyalty among the employees and encourages better teamwork among them. Besides, they develop a sense of ownership towards the organization. Creating a work environment in which employees are productive is essential to increased profits for organization, corporation or small business. Principles of management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment which have influence on employees' performance.

5.4 Conclusion

Working environment plays a vital role in motivating employees to perform their assigned job. Since money is not a sufficient motivator in encouraging the workplace performance required in today's competitive business environment. The ability to attract, keep and motivate high-performance is becoming increasingly important in today's competitive organizational environments. The study also revealed that employee's will improve their performance if the problems identified during the research are tackled by the management. At the end of the research, it was realized that the employee's working environment find themselves in affect their productivity greatly. Therefore it is the responsibilities of the organization to provide friendly working environment which will influence employees to work comfortable and perform their job.

5.5 Recommendations

Based on the results of findings, the following are recommendations for future implementation.

Periodic meetings with employees to air their grievances to management to serve as a motivating factor to the employees. Managers should also be counseled on their relationships with their subordinates.

The organization should have a good program in place for their employees work life balance as this can be a great factor to motivate and retain them.

Management should try as much as possible to build a work environment that attracts, retain and motivate its employees so that to help them work comfortable and increase organization productivity.

Employers should make available adjustable and flexible furniture to all workers in order to make them more comfortable. This in the long run keeps the employees healthy.

Employers should have in place a good working condition for their employees in order to boost their morale and made them more efficient. An example is making their benefit programs to suit employees.

Management should find ways and means of communicating their goals and strategies to their employees in order to achieve what the organization is in business for, its mission and vision.

5.6 Limitations of the Study

This study looked at employees working at Institute of Finance Management in Dar es Salaam Region regarding the impact of working environment and their job performance. However the limitations could be considered as an opportunity for future research on the effect of work environment and performance of employees in different units. It may also include both public and private sectors.

5.7 Suggested area for Further Study

The study explored only impact of working environment on employees' performance at Institute of Finance Management. Therefore, other researchers should conduct study in other companies or institutions including those located up country. Also further study should aim to explore advantages which the organizations reap on improving working environment.

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APPENDICES

THE IMPACT OF WORKING ENVIRONMENT ON EMPLOYEES PERFORMANCE: THE CASE OF INSTITUTE OF FINANCE MANAGEMENT IN DAR ES SALAAM.

INSTRUCTIONS:

Please READ each question carefully.

ENCIRCLE the option you think best suits you.

Encircle only ONE option for each question.

Name :(optional).....Designation:.....Sex

Date.....

	Statement	Very bad	Bad	Moderate	Good	Very good
1	How would you describe your office building spaceinfluence you to stay in the office and work comfortably?	1	2	3	4	5
2	How would you describe your relationship with fellow workers?	1	2	3	4	5
3	How would you describe your relationship with	1	2	3	4	5

	your supervisor?					
4	What is the level of feedback that you receive from your supervisor?	1	2	3	4	5
5	How would you describe your job security in this organization?	1	2	3	4	5

5. Due to overall office environment can you complete your daily tasks easily?

1. Not at all
2. To some extent
3. Often
4. Mostly
5. Always

6. Do you feel that employees are recognized as individuals?

1. Always
2. Usually
3. Sometimes
4. Rarely
5. Never
6. Not sure

7. Would you refer a friend to apply for a job at this organization?

1. Definitely
2. Probably
3. Not sure
4. Probably not

5. Definitely not

8. My job requirements are clear

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

9. I have a clear path for career advancement.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

10. Does the organization clearly communicate its goals and strategies to me?

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

11. How would you rate your Supervisor in each of the following areas? Please assign a rating on a scale from 1 to 5, where 1 represents 'Poor' and 5 represents 'Excellent'.

Poor	Average	Good	Very Good	Excellent		
Communication			1	2	3	4 5
Planning and organizing			1	2	3	4 5
Directing and coordinating			1	2	3	4 5
Job/Technical knowledge			1	2	3	4 5
Interpersonal relationship			1	2	3	4 5

'THANK YOU FOR YOUR PARTICIPATION'

INTERVIEW QUESTIONS FOR RESEARCH STUDY

**THE IMPACT OF WORKING ENVIRONMENT ON EMPLOYEES
PERFORMANCE: THE CASE OF INSTITUTE OF FINANCE MANAGEMENT
IN DAR ES SALAAM.**

Name :(optional).....Designation.....Sex

Date.....

1. For how long have you been working at Institute of Finance Management?
2. What are your roles and responsibilities for the Institute to attain its goals?
3. Do you think the working environment at this organization influence you to work comfortably and perform well?
4. From your experience, does the organization goal have anything to do with your job performance?
5. Which work incentives from the organization helps you in job performance?
6. How does your supervisor contribute in job performance?
7. From your experience, do you think there is fairly treatment of rewarding employees who performs well?
8. What will be your recommendation about the working environment to enhance job performance?
9. Does performance feedback applied in this organization to help in performance maintenance?
10. What can you say about leadership style from your supervisor and the whole organization as far as working environment and job performance is concern?
11. How would you describe your relationship with other workers?
12. How does open and free communication from your supervisor applied on job performance?

‘THANK YOU FOR YOUR PARTICIPATION’