

**THE INFLUENCE OF WORK ENVIRONMENT AND PERSONAL SKILLS
ON EMPLOYEE PERFORMANCE AT SAME DISTRICT HOSPITAL**

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**DISSERTATION SUBMITTED IN PARTIAL FULFILMENT FOR THE
REQUIREMENTS OF THE DEGREE OF MASTER OF HUMAN
RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF
TANZANIA**

2019

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled "The Influence of Work Environment and Personal Skills on Employee Performance at Same District Hospital" in partial fulfilment of the requirements for the degree of Master of Human Resources Management of the Open University of Tanzania.

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Signature

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Date

DEDICATION

I dedicate this work to my beloved family, for their moral and financial support and prayers which have been instrumental to the success of my study.

ACKNOWLEDGEMENT

Thanks are due to Almighty God who guided me at all times for this work. I sincerely thank my supervisor Dr. Nasra Kara for all her support and encouragement throughout the process of preparing and writing this work. My gratitude and appreciation for her continuing assistance and suggestions, without her support, this work could not have been completed.

Furhermore, I wish to convey my Gratitude to Same Hospital employees for ther support and assistance for allowing me to carry out research in their work area. My deep appreciation also goes to my Husband Eliamin Aman for his endlessly support, assistance, suggestions, valuable time and inputs before and during the period of preparation of this work. May God add him more wisdom.

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ABSTRACT

In today's competitive corporate environment, organizations can no longer afford to waste the potential of their workforce. Human resources as a central core of the corporation and continuously increase the level of their employees' motivation and performance tend to be more effective, because of that this study examined influence of work environment and personal skills on employee performance. The study specifically addressed whether there are significant relationships between work environment, personal skills and employee performance at Same District Hospital. This study employed a sample size of 100 participants and the data were collected using interview and questionnaire. Findings from the descriptive statistics and Pearson correlation pointed out that the working environment at Same Hospital was poor due to the presence of noises which influences employee working capacity, their shortness and low payment reducing their working morale lead to poor working performance and hence, worse hospital productivity. The unplanned workplace environment of Same hospital affected employee morale in working condition, as results workers were unable to deliver excellent services and hence lower poor services provided. Therefore, it is advised that, the government should improve health workers working conditions and the Health worker career by allocating sufficient budget to the health or renovation of working environment, accompanied with strong rules and regulation in order to control human resources in working environment for better hospital productivity. In the end, the overall findings of this study implies that there is a need for Same district hospital to motivate their staffs so that they can retain the qualified staffs to continue serving residents of Same.

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LIST OF ABBREVIATIONS

LMICS	Low and Middle-Income Countries
M. E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MoHSW	Ministry of Health and Social Welfare
OPRAS	Open Performance Review and Appraisal System
PIF	Performance Improvement Fund
PIM	Performance Improvement Model
RBM	Result Based Management
SPSS	Statistical Package for Social Science
USA	United States of America
WHO	World Health Organization

CHAPTER ONE

INTRODUCTION AND BACKGROUND INFORMATION

1.1 Introduction

The study assessed the influence of work environment and personal skills on employee performance. This chapter contains the background information, statement of the problem, research objectives, general research objective, research questions, significance of the study, and scope of the study and organization of the study.

1.2 Background of the Information

In today's competitive corporate environment, organizations can no longer afford to waste the potential of their workforce. Human resources as a central core of the corporation and continuously increase the level of their employees' motivation and performance tend to be more effective (Rothberg, 2005). There are key factors in the employees' workplace environment that impact greatly on their level of motivation and performance, the workplace environment that is set in place impacts employee morale, productivity and engagement both positively and negatively (Chandrasekar, 2011).

Firms including health sectors have implemented a number of practices to motivate workers such as performance based pay, employment security agreements, practices to help balance work and family, as well as various forms of information sharing there exists a strong relationship between employees' motivation and organizational effectiveness. Employees with high motivation are thought to have better work performance, and overall resulting in a better, more productive and effective company performance (Abba, 2014).

Poor working performance of health workers in the health sector in Low and Middle-Income Countries (LMICs) like Tanzania has been mentioned to be among the factors affecting employees performance and this issue is receiving increased global attention (Dieleman, 2009). This has resulted into policymakers and planners realizing that it is simply not possible to achieve the Millennium Development Goals (MDGs) if health workers' availability and performances are not addressed more effectively (Oswald, 2012).

Chandrasekar (2011) argued that the work place environment in a majority of industry is unsafe and unhealthy. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational disease and it impacts on employees performance. As a result, the study intends to investigate the factors affecting employee performance in health sector with reference to Same District hospital.

In Tanzania, the government through the Ministry of Health and Social Welfare (MoHSW) has the same concern as other African countries which are to ensure health and social welfare services are of high quality, effective, accessible and affordable, delivered by a well performing and sustainable national health and welfare system that encourages responsiveness to the needs of the people (WHO, 2006). One of the strategies used was the introduction of a Result Based Management (RBM) using a home grown rubric referred to as Performance Improvement Model (PIM). This is an integrated approach to performance

management. This approach, among other things, requires all public service institutions to plan, implement, monitor, evaluate, and report on performance, and finally carry out performance reviews.

From the year 2000 to 2006 performance improvement models was installed in all Ministries, independent Departments, Executive Agencies and Regional Secretariats (Amir and Shamim, 2010). The public service also introduced a number of processes, tools and mechanisms in order to facilitate the institutionalization of a performance management system. The specific tools for performance management include strategic and operational planning, client service charters, service delivery surveys, self assessment programmes, performance budgets, the introduction of Open Performance Review and Appraisal System (OPRAS) and comprehensive Monitoring and Evaluation (M and E) system.

Furthermore the Performance Improvement Fund (PIF) was established and implemented to support changes identified in Strategic Plans however all these seem to be failing into improving health workers performance (Amir and Shamim, 2010). Thus this study assessed the influence of work environment and personal skills on employee performance at same district hospital to fill the gap by indentified the factors affecting employee performance in health care centres, the relationship between wok environment and employee performance and the relationship the between personal skills on employees performance.

1.3 Statement of Problem

Studies that addressed the influence of work environment and personal skills on

employee performance were plenty as it was reported by different researchers. Some of them include a work by Iqbal et al., (2015) who studied factors affecting employee performance in Pakistan. In this study it was revealed that factors such as working hours, trainings, communication barriers, stress and financial rewards are among the key factors affecting employees' performance. Abbas and Yaqoob (2009) on the other hand examined the effects of leadership development on employee performance in Pakistan. The study found that leadership work-life conflicts and working conditions as the main contributors of the factors towards employee working performance, while factors such as poor working morale among employees can in turn affect the level of productivity efficiency (Warren, 2007).

Additionally, Gleeson (2006) examined the strategies which were used to motivate employees. The study revealed that there are strong relationship between financial rewards and employees' performance. If the performance was backed by financial rewards, then employees' performance increases significantly while, Saeed et al., (2013) examined the factors affecting the performance of employees in Pakistan banking sector. In this study it was hypothesized that stress has a positive effect on employees' performance. It was revealed that stress was also important element influencing employees' performance although in this study stress was proved to influence employees' performance negatively.

Another study was done by Alpha (2016) who observed that, the public health field was experiencing a shortage in workers, while the U.S. population continues to grow. This combination was expected to result in a shortage of nearly 250,000 professionals-approximately one-third of the workforce needed to identify, treat, and

prevent new and emerging public health threats. Despite the fact that several studies have addressed the influence of work environment and personal skills on employee performance, the focused of their studies were on employees who worked at the bank and most of them were done outside Tanzania. Therefore, this study specifically fills in the exiting gap by identified factors affecting employees performance at Same District Hospital, examining the relationship between work environment and employee performance and finally examining the relationship between personal skills on employee performance.

1.4 Objectives of the Study

The objectives the study was divided into two main categories. These were the general objective and specific objectives as follows:-

1.4.1 General Objective

The general objective of the study was to assess the influence of work environment and personal skills on employee performance at same district hospital.

1.4.2 Specific Objectives

- i. To identify the factors affecting employee performance at the Same District Hospital.
- ii. To examine whether there are significant relationship between work environment and employee performance at the Same District Hospital
- iii. To examine whether there is a significant relationship between personal skills and employees performance at the Same District Hospital.

1.5 Research Questions

- i. What are the factors affecting employee performance at Same District Hospital?
- ii. Is there any significant relationship between work environment and employee performance at Same District Hospital?
- iii. Is there any significant relationship between personal skills and employees performance at Same District Hospital?

1.6 Significance of the Study

The research work could be a beneficial to other researchers in providing better ideas and give a better understanding to health stakeholders. The study helps Health organization to increase employee performance in the future as well as employee work efficiently for better productivity. Also the government benefits from the study by understanding the influence of work environment and personal skills on employee performance at Same district hospital and the best ways of improving working conditions, including working environment in persuading them to work effectively and with commitment towards organization goal achievement. Also the study could be benefited to the employees to recognise the affiliation among working condition, personal ability, supervisors, conflicts and employee performance, and could be instruction of reference for the future researchers those would be concerned to investigate about the influence of work environment and personal skills on employee performance at same district hospital.

1.7 Scope of the Study

The study was conducted at Same District in Kilimanjaro region, whereby the study

took place at Same District Hospital as the sample space to represents other Health Sectors to investigate the influence of work environment and personal skills on employee performance at same district hospital.

1.8 Organization of the Study

The study has five chapters. Chapter one include background of the information, statement of the problem, research objectives, general objective of the study, specific objectives, research questions, significance of the study, scope of the study and organization of the study. Chapter two reviewed the related literature and theoretical framework which guided the study which also founded there. Chapter three dealt with research which consisted of research approach and design, study area, target population, sample and sampling procedures, instruments for data collection, administration of instruments, and validation of instruments, data analysis plan and ethical considerations. Chapter four comprises of data presentation, analysis and discussion. The fifth chapter comprises of the summary of the study, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter comprises definitions of the key terms, theoretical literature review, empirical literature review, research gap, conceptual framework and the chapter summary.

2.2 Definitions of the Key Terms

2.2.1 Health

Health defined as the science of protecting the safety and improving the health of communities through education, policy making and research for disease and injury prevention (Alpha, 2016). Moreover, health was ability of biological system in acquiring converted allocated, distributed and utilized energy with maximum efficiency (WHO, 2017).

2.2.2 Health Sector

Health sector is the sector of the economy made up of companies that specialize in products related to health and medical care. Also health sector consisted of companies which provided medical services, manufacture medical equipment or drugs according to Organization for Economic Corporation and Development (OECD, 2017). In this study health sector was a sector which engaged in the maintenance or improvement of health via the prevention, diagnosis and treatment of diseases, illness, injury another physical and mental impairment in human beings. It included work done in improving primary cares second care and tertiary care as well as Same as a public health sector.

2.2.3 Employee Performance

Employee performance defined as an employee ability to accomplish tasks assigned to him or her in an organizational context (Arverty and Murphy, 2008). Also, Griffin (2005) defined employee performance as the performance of an individual which determined by three factors example motivation, work environment and ability to do work. In this study employee performance defined as whether an employee performs its job, duties and responsibility well. And employee performance as employee production and efficiency as results of employee growth and employee performance impinged on the organization performance.

Armstrong (2014) defines performance as the development of quantified objectives. Performance is not only a matter of what people achieve but how they achieve. Performance is also defined by Sultana et al. (2012) as the achievement of specified tasks against predetermined or identified standards of accuracy, completeness, cost and speed. High performance is a step towards the achievement of organizational goals and tasks. Platt and Sobotka (2010) assert that employee performance is the combined result of effort, ability and perception of tasks. The factors that affect the level of individual performance are motivation, ability and opportunity to participate (Armstrong, 2009). This study borrows similar understandings and defines employee performance as the ability to accomplish the given task at a specified period of time, specified quality and output.

2.3 Theoretical Literature Review

2.3.1 Reactance Theory

Reactance Theory was developed by Shelley Moore (2007) researcher evaluated

employee behaviour in situation where they had to deal with abusive supervision. Workplace conflicts were undoubtedly a costly proposition for all organizations. Some costs were clearly and other costs were hidden. Clear costs were persists to rise such as when employee replied angrily instead of politely. A hidden costly effect on making decisions, in conflicts was a natural and unavoidable outcome for the organization.

Employee frustrated with overly aggressive supervision engages in retaliatory behaviour directed not only towards the supervision but towards their associates and the organization. The theory described how people reacted when they sense a threat to their freedom choice. The theory extended too many other aspects of individual's behaviour which involved driving force this theory made employee cooperation more in effective easy. In a work place if an employee cannot performed the behaviour without risking his work he or she might perform unconsidered behaviour such as taking extra long break or even missing work days. An employee generally wanted to have some control over her or his work and some freedom of choice at work.

While employees generally respond well when given option to help them progress and obtain additional rewards, they preferred to have some input into any decision which directly affected them, at least being kept it with loop when the company made any decisions. Example when researcher Tylor (2002) studied organizations that implemented a new payment system connected with work performance, they were found the discussing the plan with workers ahead of time led to improved performance. Not doing so, in constructs, led to the plan being unsuccessful.

Implication of this study was that a polite and rational request to employee tended to work better than heavy persuasive tactics or direct ordered even when they knew they must comply. Employee needed a sense of being able to choose the behaviours and to have some control over their work. For behaviour you had like to see that isn't officially mandate, using too much persuasion or strong arm tactic drove the employee to resisted and even does opposite of what you want.

2.4 Empirical Studies

2.4.1 Factors Affecting Employee Performance

There are so many companies which were operating in intense competitive environment. In such hostile environment retaining the existing employee was an issues when all the competitors were trying to distract the employee by offering them attractive compensation, workplace. Abbas and Yaqoob (2009) wrote about effects of leadership development on employee performance in Pakistan, revealed leadership work-life conflicts and working conditions as the main contributors of the factors towards employee working performance.

Iqbal et al.,(2015) wrote on the factor affecting the employee performance, argued that long working hours have negative effect on employee's performance as well as on their families, the employer and community. Besides, long working hours have more complex relationship with risk, as long working hours reduced the efficiency of the employee because nonstop working; this enlarged the chances of mistakes and faults. Warren (2007) examined the factors affecting employees' performance and it was found that poor morale of employees who might be overworked, and could, in turn, affected the level of productivity efficiency. Employees who were allowed for

some rest time during their job and they work few hours showed greater efficiency and effectiveness at their job as they were fresh and energetic during their work.

Gleeson (2006) examined strategies being used to motivate employees to perform. It was revealed that there was a strong relationship between financial rewards and employees' performance. If the performance was backed by financial rewards, then employees work more energetically. It was considered a great motivator for the employees. Incentives increase the employees' commitment which ultimately results in good performance. Assigning financial benefits result in the positive performance of employees at work.

Saeed et al., (2013) on the other hand, assessed factors affecting the performance of employees at work place in the banking sector of Pakistan assumed mostly that stress has a positive effect on employees of any Organization but up to a certain extent up to which an employee coped with it, mostly it exceeds the bearable limits and has a negative result on employees' performance. Stress was also important element influencing the employee performance. Stress existed in every organization either big or small the work places and organizations have become so much complex due to which it was existed, work place stress has significant effects over the employees job performance, and the organizations. Stress has negative relationship with the employees' performance.

Alpha (2016) observed that, the public health field currently was experiencing a shortage in workers, while the U.S. population continues to grow. This combination was expected to result in a shortage of nearly 250,000 professionals-approximately

one-third of the workforce needed to identify, treat, and prevent new and emerging public health threats. The same thing happening in Tanzania even Oswald (2012) supported that in Mbeya region, 14 percent of health staff had a good perceived performance of reproductive and child health care and the rest which was 86 percent didn't perform well due to poor working conditions. While a study in Muhimbili National Referral Hospital showed that 50 percent of workers were not satisfied with their working condition and as a result leads to decrease morale for work hence suboptimal performance.

2.4.2 Relationship between Work Environment and Employee Performance

Superior place of work environment generated good results mostly the organizations structured were planned according to the needs of employees who were working in the organization. Employee performance was actually measured by the production which the employees produced. The output was dependent on various elements such as workers, knowledge and aims of the company. The output was also depended on materials atmosphere that influenced the worker productivity. Porter and Lawler (2008) categories employee performance into three types first was the evaluation of output rates, amount of sales over a given period of time and the production of a group of employees reporting to manager.

The second type of performance evaluation considered ratings of individuals by someone other than the person whose performance was being considered. The third type of performance measures was self-appraisal and self-ratings. As a result, the acceptance of self-appraisal and self-rating techniques were useful in promising employees to take an active role in setting his or her own goals.

According to Chandrasekar (2011), wrote on workplace environment and its impacts on organizational performance revealed, basically employee performance measured the level of success of business and social aims and responsibilities from the perspective of the judging party. A healthier infrastructure helped in improving product and better efficiency. Improved substantial environment of organization enhance the worker and finally recover their efficiency (Clement-Croome, 1997).

Sundstrom (1994) examined about the office noise and performance, environment and behaviour said that, the quality of employee workplaces environment highly affected the level of employee motivation and following organization. How well engaged with organization especially in the immediate environment influenced to a great extent their errors rate, level of innovations and partnership with other employees, absenteeism and finally how protected they continued in the work. A study done in Agalapa India by Nguyen (2017) shows that workplace environment plays a vital role in remarkable employees to perform their assigned work. Given that money was not a sufficient motivator in encouraging the workplace performance required in today's competitive business environment.

Managers and supervisors needed comfortable with working with the whole range of workplace factors that influence employee performance. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provided regular performance feedback. Time and energy also needed by being given to provide relevant performance incentives, managing processes, providing adequate resources and workplace training. It also advice that in order to drive their organizations 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.

Chandrasekar (2011) observed that the workplace environment impacts on employee morale, productivity and job performance both positively and negatively. If the work place environment is not liked by the employees so they get de-motivated and their performance also affected. Poorly designed work timings, unsuitable authorities or duties, lack of appreciation, and lack of personal decision making opportunity. People working in such environment are not satisfied they feel stress on themselves and it impacts on employees job performance.

WHO (2006) suggested that, to improve performance in working place require having Availability of staff in presence at work. Absenteeism by health providers is a frequently occurring phenomenon in many health facilities, especially in resource-poor areas. A study done by WHO (2006) reports that one of the way to improve retention is by increasing job satisfaction at facility level and by addressing the living and working conditions of health workers. It further suggests that opportunities to improve retention include addressing the needs of specific groups of health workers.

2.4.3 Relationship between Personal Skills on Employees Performance

Employee performance is an important building block of any institutions including Health sector. Employee performance is a major multidimensional concept aimed to achieve results and has a strong link to strategic targets of an organization.

Administrators at all the ranks have to participating their efforts and make maximum use of their abilities which sometimes are produced under control or without it. However, there are several hopes from administrators functioning for a business. Workers need the skills and abilities to their work effectively and trainings workers has become an important key into the production procedures (Saeed et al., 2013).

Employee growth is one of the most important function any organization means extents to the personal skills of employee and hence employee development contains individual's skills of employee and overall growth of employee when employee as of organization develop the organization and organization would be more prosper and the employee performance would increase. There is direct link between employee growth and employee performance as when workers would be urbanised, they would be more content with the work, more devoted with the work and the performance would be increased they will lead to the organization efficiency (Saeedet al.,2013).

Korman (2003) considers internal determinants or personal ability as very important factors that affect employee performance. Interval determinants are divided into two main aspects. The first aspect is the skills and abilities for a given work that the employee has. The second aspect is the role perceptions or the requirements for a job as an influence on work performance. This means that if one perceives his or her job role accurately, he or she would be considered as an adequate performer. Conversely, the one who does not perceive the requirements of the job would be considered as ineffective. Saeed et al., (2013) assessed about factors affecting the performance of employee done in Pakistan revealed, personal problems are a major hindrance employee performance; an employee with a dull mind set cannot work

with attention.

Waldman (1994) on paper of the contribution total of quality management to a theory of work performance said personal problems employees have negative impact on the performance. He added that, there is a relationship between managers' attitudes and employee performance, if the manager attitudes fair with the employees then the employees are willing to work energetically, the performance bar of the employee is raised positively when the manager's control is fair in monitoring them. If the control and attitudes of the manager is unbiased towards employees, these organizations progress more than others. It is necessary that the manager is unbiased and treats every employee without discrimination.

Mosadegh and Yarmohammadian (2006) wrote on relationship between managers, leadership styles and employee performance said a leader is the one who gives life to an organization, he takes care that purpose of an organization for which is capable id one who is able to move the organization to the direction he imagines and sets. By having certain leadership competencies and skills a leader should have ability to adopt different leadership styles and behavior to achieve organizational goals and objective. At the individuals levels leaders who are able to persuade, stimulate and direct employees will often be rewarded by devotion and performance of employees.

Therefore, good and effective leader matters to the overall performance and well being of the organization and its members. They also matters to other stakeholders of the organization such as customers and the society at large (Akinboye, 2005). Keller (2006) wrote on the transformational leadership. Initiating structure and substitutes

for leaderships, said your employees will give their best if you have good expectations from them, if people feel that employer are not appreciating them for their good performance they will feel de-motivated. If the employer is not giving feedback on good performance it will create a communication gap and ultimately the employee will feel overlooked and their performance will be declining. Competence encompasses knowledge, skills, abilities, and traits. It is gained in the healthcare professions through pre-service education, in-service training, and work experience.

Competence is a major determinant of provider performance as represented by conformance with various clinical, non-clinical, and interpersonal standards. Measuring competence is essential for determining the ability and readiness of health workers to provide quality services. Amanda (2011) on her study titled the impact of employee motivation and empowerment on delivering service quality to enhance customer satisfaction in Namibia added that, management is required to show an attitude of interest, recognition and appreciation for differences between themselves and employees. Management need to recognize the legitimacy of their employees and make efforts in understanding them. Jansen (2004) on study of employee goals orientations, the quality of leader-member exchange and the outcomes of job performance, revealed any job requires creativity, enthusiastic, environment and challenging goals to accomplish, if the job content is challenging and innovative then the employees are willing to give positive output.

2.5 Research Gap

Different researchers (as it was presented in *section 2.3.1*, *section 2.3.2* and *section 2.3.3*) have shown that there are good number of the influence of work environment

and personal skills on employee performance in various organizations, however, the focus the past studies were in countries including Pakistan, USA and Nigeria and limited studies have been done in the context of Tanzania however a study that addresses the effects of working environment and personal skills on employees performance at Same District Hospital is missing therefore, this study intends to fill in the missing puzzle and add knowledge on the existing literature.

2.6 Conceptual Framework

A number of the influence of work environment and personal skills on employee performance at hospitals and compose them dislike their work in health sectors as a result it leads to lose their morale in working. These were found from independent variables. They include poor working environment, low payments, stress and long working hours. Employee performance is the accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfilment of an obligation, in a manner that releases the performer from all liabilities under the contract. There are various influences that amounts to good performance, these includes efficiency, effectiveness and responsibility at work.

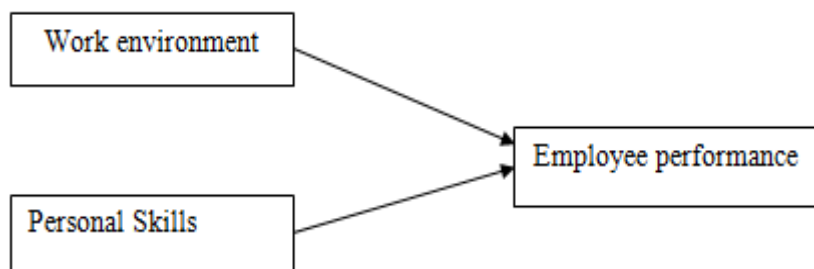


Figure 2.1: Conceptual Framework

Source: Researcher of the Study, 2019

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the researcher presents research methodology which was employed in the study. Therefore, the chapter gave some details about research strategies, study population, sampling design and procedures, variables and measurement procedures, data collection methods, data analysis method, limitations of the study and further research areas and chapter summary.

3.2 Research Strategies

Quantitative and qualitative approaches guided the study. In so doing, the weaknesses of one method was compensated by the strengths of another, and believed in completeness. Qualitative approach was adopted to address issues related to the identification of the factors affecting employees' performance at Same District Hospital, while quantitative study was adopted to address the effects of working environment and personal skills on employees' performance.

3.3 Research Design

Descriptive research design was adopted for this study. This research design allowed the researcher in collecting data from employees who were working at Same District Hospital in a short period of time (cross-sectional design). This research design allowed the researcher in describing events and then organizing, tabulates, and depicts the occurrences of a certain phenomena (Glass and Hopkins, 1984). Additionally, this type of research design allowed researcher to examine relationships between variables as it was pointed out by Borg and Gall (1989).

3.4 Population

According to Best and Khan (2003), population defined as any group of individuals who have one or more characteristics in common which was of interest to the researcher. Also according Sekaran (2005) and Punch (2000), population referred to the entire group of people, events or things of interest which the researcher wishes to investigate. The targeted population was 134 health workers of different cadres from Same District hospital (Same Health Report, 2018). These participants gave the researchers reliable data concerning the current study because they were there because of their position.

3.5 Sample Size

Sample size was a number of representative participants or population as selected from the entire or accessible population (Enon, 1998). The sample sizes for this study were 100 health workers from the study area. The sample of this research is calculated by using Taro Yamane (Yamane, 1973) formula with 95% confidence level. The calculation formula of Taro Yamane is presented as follows.

Where : n = sample size required

N = number of people in the population

e = allowable error (%)

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

Therefore;-

$N=134$

$e=0.05$

$$n = \frac{134}{1 + 134(0.05)^2}$$

n=100.37

3.6 Sampling Design and Procedures

In this study, the researcher employed purposive sampling design to generate the required sample size for this study. This sampling design was adopted because it was one among the cost effective sampling methods compared to other sampling designs, it was explored and discovered the existing phenomenon.

3.7 Variables and Measurement Procedures

In this study independence variables such as working environment was examined used variable such as the environment in our workplace was inflexible, uncomfortable, unquiet, noise, inadequacy of natural light and used a five point likert scale point 1(*Strongly disagree*), 2 (*Disagree*), 3(*Neutral*), 4 (*Agree*), 5 (*Strongly agree*). Employee performance were measured by items such as employee understands specific needs of customers, were unable to put themselves in their customersø place, were un able to tune in to each specific customers and un-provision of excellent services to customers in 5 likert scale point of 1(*Strongly disagree*), 2 (*Disagree*), 3(*Neutral*), 4 (*Agree*), 5 (*Strongly agree*). Personal skills were measured using 8 items such as inner control skills, risk taking behaviour, innovation, ability of leading changes, oriented change, emphasis, tolerance and leadership farsightedness in a 5 point likert scale point of 1 (*strongly disagree*), 2(*Disagree*), 3(*Neutral*), 4(*Agree*), 5(*Strongly Agree*).

3.8 Data Collection Methods

3.8.1 Questionnaire

Questionnaire was administered personally to group of individuals because the

person who administered instruments had an opportunity to establish rapport, explained the purpose of the study and explained the meaning of items which was not clear (Best and Khan, 2006). A questionnaire was suitable tools to gather the data quantitative nature. The researcher used analysis technique for this research work used the questionnaires in allowing the respondents time to think about the research questions which produced more meaningful answers. Questionnaires have two parts, the first part of the questions asked about demographics of the respondents and the second one contained the questions based on research variables.

3.8.2 Documentary Review

Secondary data obtained through documentary review from library, internet and review books. Secondary data contained existing information which was composed by someone else for their own use. The data collection units were Health sector information. Denscombe (1998) contended that, use of different data collection techniques helped to crosscheck the authenticity of data gathered, besides maximized validity and reliability of the study. Such combination of data collection instruments helped to capture information from respondents who were not capable of giving verbal information/report of their feelings for one reason or another.

3.9 Data Analysis Methods

3.9.1 Reliability

Reliability reflected consistency and replicability of research findings over time. Reliability of the instruments was tested using cronbach alpha. Internal data consistency was attained when the instrument had a cronbach of 0.7 or above (Nunnally, 1978). Any variable with a cronbach alpha of less than 0.7 were removed

from the analysis while those that reach the cut-off point of 0.7 or above were used in the analysis.

3.9.2 Validity

Validity means getting exactly which needs on being study in that research which was tested and examined exactly what was supposed to be measured. To increase validity, the questionnaire and interview were given to few individuals of similar status around before it was being responded by the samples individuals. According to Hitchcock and Hughes (1995), validity in qualitative and quantitative research referred to the degree to which the explanation of a phenomenon matches with the realities of the world. That was, the quality which required that the procedures or an instrument which was used in the research was accurate, true, and right. In this study all the variables used in this study was borrowed from reactance theory therefore, the issue of content validity was attained easily.

3.9.3 Data Analysis Methods

In this study descriptive statistics were employed to analyze qualitative data related to the factors affecting employees performance. Descriptive results are presented in tabular form. Quantitative data was tested with the aid of a Statistical Package for Social Science (SPSS Version 16.0). Demographic information such as gender, age and education were analysed using the frequencies while other variables were analysed using descriptive statistics. Pearson correlation method was used to analyze the relationship between working environment and personal skills on employees performance.

CHAPTER FOUR

FINDINGS

4.1 Chapter Overview

This chapter is designed to present the findings of this study. The chapter will first present the demographic factors, followed by descriptive statistics, correlation results.

4.2 Data Cleaning

In this study data was cleaned first to assess whether there was missing data, outliers or multicollinearity. Descriptive statistics were employed to ensure that there was no missing value, outlier or multicollinearity. Data cleaning was done before the actual data analysis. Results from descriptive statistics indicated that all the data were clean and ready to be used for analysis.

4.3 Demographic Information of the Respondents

Table 4.1: Demographic Information of the Respondents

Characteristics	Variables	Frequency	Percentage
Age	20-30	10	10
	31-40	80	80
	41-50	5	5
	51 and above	5	5
Total		100	100
Sex	Male	71	71
	Female	29	29
Total		100	100
Education Level	Standard Seven	8	8
	Certificate	38	38
	Diploma	49	49
	Degree	5	5
Total		100	100

Source: Field Data, 2019

The general demographic characteristic of the respondents indicates that over 29.4% of all respondents were people ranged between the age of 26-30, and 53% of them were male. Furthermore, over 41.1% of them had attained diploma. Respondents demographic information is presented in Table 4.1.

4.4 Reliability Results

Cronbach's alpha was used to determine internal consistency of measurements and its coefficient whereby it was compared to the standard value for reliability and the value above 0.7 indicates acceptable internal reliability and data was accepted. Pre-test of questions was done in other hospital which was not being involved in the main study. The response to research questions enabled the researchers to realize those items which were difficulties, were modified accordingly. Pre-test of our research questions helped researcher in adding more items or reduces some in order to improve our research tools to enhance its consistence. As shown in the Table below, the Cronbach's coefficient alphas for the study variables ranged from .901 to .951, this indicated that all the variables employed in this study were reliable as it was indicated by Nunally (1978). Table 4.1 presents the reliability findings.

Table 4.2: Cronbach's Alpha

Variable	Cronbach's Alpha	Cronbach's Alpha based on standardized items	Number of items (N)
Work environment	.935	.956	6
Personal skills	.901	.923	8
Employee performance	.951	.971	6

Source: Field Data, 2019

4.5 Validity Results

In order to ascertain validity of data collected during the study, a pilot study was conducted by distributing questionnaires to a few respondents so as to identify questions that might be unclear or ambiguous to the respondents. This allowed the corrections to be done before questionnaires are distributed to the larger sample. Also in order to ensure the validity of the data collected and the data collection instruments, efforts were made to supplement quantitative data with qualitative data so as to minimize biasness and distortions. Whenever possible the data gathered from the study area were counter checked at other possible sources. This helped to improve the level of validity and accuracy of data. The study involved 100 respondents. After respondents' feedback it revealed that instruments measured what planned to measure.

4.6 Results Related to Factors Affecting Employee Performance

4.6.1 Multiple Regressions and Descriptive Statistics Results

The value of F must be greater than .6. In this study, the value of F was which greater than 6 were the level of significance was 0.000. The value of adjusted R^2 was 0.664. The results were justified. By keeping the other factors constant, if there was 1% change in the value of organizational culture, then employees' performance was increased by 12%. Likewise, if other factors remained constant and there was 1% change in the value of personal problems, manager's attitude, job content and salary, then employees' performance were being increased by 13%, respectively.

4.6.2 Factors Affecting Employee Performance at Same District Hospital

Respondents were asked to rank their level of agreement or disagreement on the

importance of working environment. The researcher intended to find out if the environment at the workplace is flexible to adjust, rearrange and organise work, comfortable enough to work without getting tired till 4 pm, good physical conditions that influences my productivity, quit, less noise to avoid distractions and have enough natural lights.

Majority of the respondents (86%) disagreed that, there is no enough light in the hospital, and also majority of the staff are experiencing poor environment. The study findings also show that majority (85%) of the respondents said the working area was dispassionate because does not allowed the staff to adjust, rearrange and organize their work, while 73% accepted that, there were poor physical conditions accompanied with noise influences their productivity, (see Table 4.3 for confirmation).

Table 4.3: Factors Affecting Employee Performance at Same District Hospital

Aspects	Percentage %					Total
	1	2	3	4	5	
Flexible to allow me to adjust, rearrange and organize my work	41	44	2	11	2	100
Comfortable enough to work without getting tired till 4 pm	61	24	3	7	5	100
Good physical conditions that influences my productivity	55	33	6	4	2	100
Quite	67	13	5	10	5	100
Less noise to avoid distractions	47	26	15	5	7	100
Enough natural lights	67	19	9	2	3	100

1 (*Strongly disagree*), 2 (*Disagree*), 3 (*Neutral*), 4 (*Agree*), 5 (*Strongly agree*)

Source: Field Data, 2019

Moreover, the findings from Table 4.3 shows that, Same Hospital has an unsafe workplace environment such as unsuitable furniture, poorly designed workstations,

lack of ventilation, excessive noise, inappropriate lighting, poor work space, poor fire safety measures for emergencies, and lack of personal protective equipment. These affect the productivity of the employee. Health workers' performance decreases due to poorly planned workplace environment as this affects their work morale, as a result workers were unable to deliver excellent services, some of them used to argue with the patients, then, the company proceeded to reduce its productivity.

4.7 Results Regarding The Relationship between Work Environment and Employee Performance

Respondents were asked to describe their performance in the organization. The measurement items include; employees understand the specific needs of customers, able to put themselves in the customers place, able to surprise customers with their excellent services, are able to do more than usual for customers, are able to deliver excellent services that are difficult to find in other organizations. Descriptive statistics for the the study variables are presented in Table 4.4. Results from correlation (see Table 4.5) indicates that majority of the respondents agreed on the items that described their performance in the organization.

The finding shows that, there is a relationship between work environment and employee performance. As shown in Table 4.5, there was a weak positive correlation between work environment and employee performance, which was statistically significant, $r(14) = .931, p < 0.00$. The positive coefficient means that there is a direct relationship: when work environment is conducive, then the employee performance increases and hence higher productivity. The analysis shows that there is positive

significant and strong correlation exists between these variables at 0.01 levels. Their correlation is that, the organization lose its merits on providing good services to the patients whereby staff were unable to deliver excellent services quality, workers were likely to argue to the patients (not putting themselves under customer shoes).

Table 4.4: Employee Performance in the Organizations

Aspects (Employees)	Percentage %					Total
	1	2	3	4	5	
Understand specific needs of customers	-	-	5	14	81	100
Able to put themselves in the customers place	-	-	5	24	71	100
Able to surprise customers with their excellent services	3	5	7	22	63	100
Are able to do more than usual for customers	8	1	6	42	43	100
Are able to tune into each specific customers	-	4	5	34	57	100
Are able to deliver excellent services that are difficult to find in other organizations	-	1	17	33	49	100

Source: Field Data, 2019

Table 4.5: Correlations between Work Environment and Employee Performance

		Employee performance	Working environment
Employee Performance	Pearson Correlation	1	.931**
	Sig. (2-tailed)		.000
	N	100	100
Working environment	Pearson Correlation	.931**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Source: Field Data, 2019

Additionally, the findings from Table 4.5 shows that, due to the challenges faced staff on working environment, the staffs lose morale of working as a result employee

working below grade, and their cooperation with supervisors became barrier. Supervisor assumed the employee were lazy or unskilled to perform the task. Employee unwillingness leads to disobey the order given by supervisors as a result of poor working capacity and hence low productivity.

4.8 Results Regarding the Relationship the between Personal Skills on Employees Performance

Respondents were asked to describe their personal skills that are needed to attain organizational goals. The items included inner control skills, risk taking behaviour, innovation, ability of leading changes, oriented change, tolerance, problem solving and leadership farsightedness. Table 4.6 presents descriptive statistics of the employed variables. Furthermore, the findings from correlation analysis indicates that there is a relationship between personal skills on employee performance, as shown in Table 4.7. The inner control of their skills correlates with employee performance at the value 001.

The results are significant, whereby the workers showed their enthusiasm and tolerance to the client. Also, in this study, leadership farsightedness correlates with employee performance with 001, whereby leaders failed to build better cooperation with the co-workers, as a result of lower productivity. More findings from Table 4.7 shows, the worker failed to show their inner control at work, this is caused by poor supervision, which does not give the opportunities of feeling well being, that they contributed something which was more valuable for the Hospital productivity. These inner controls were perceived as beneficial to employees, and are more promoted by giving a chance of developing their skills and hospitals consultants.

Further findings shows that, personal skills at the place of work influence the competitive edge of the Same hospital, employees never play their part effectively, it was because they were not satisfied with the working environment and supervisors managed in a way that does not enhances their working performance like not cooperating the corksers concerning working condition,as a result Same worker loose the morale on working ; they were not punctuality, they reported to the work at the late time, and hence affect productivity.

Table 4.6: Personal Skills on Employees Performance

Items	Percentage %					Total
	1	2	3	4	5	
Inner control skills	-	-	9	6	85	100
Risk taking behaviour	-	3	7	31	59	100
Innovation	7	8	5	21	59	100
Ability of leading changes	-	-	10	11	79	100
Oriented change	2	11	2	44	41	100
Tolerance	5	7	3	24	61	100
Problem solving	2	4	6	33	55	100
Leadership farsightedness.	5	10	5	13	67	100

Source: Field Data, 2019

Table 4.7: Relationship the between Personal Skills on Employees Performance

		Employee Performance	Personal skills
Employee performance	Pearson Correlation	1	.791 ^{**}
	Sig. (2-tailed)		.001
	N	100	100
Personal skills	Pearson Correlation	.791 ^{**}	1
	Sig. (2-tailed)	.001	
	N	14	14
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Field Data, 2019

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

This part discusses the findings in relation to the objectives of this study. First discussion related to factors affecting employees' performance, which was presented, followed by the discussion related to the assessment of the relationship between work environment and personal skills on employees' performance. The previous related studies used as a guideline to verify/ disqualify the generated findings.

5.2 Discussion

5.2.1 Factors Affecting Employee Performance at Same District Hospital

The findings show that, Same hospital has unplanned workplace environment such as unsuitable furniture, poorly designed workstations, lack of ventilation, excessive noise, inappropriate lighting, poor work space, poor fire safety measures for emergencies, and lack of personal protective equipment. Due to the poorly planned workplace environment, workers were unable to deliver excellent services. This study is similar to the study of the Chandrasekar (2011) which showed that, the workplace environment in a majority of industries is unsafe and unhealthy. These include poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment.

Therefore, if the workplace environment is not liked by the employees so they get de-motivated and their performance also affected. Hence, unplanned workplace

environment affected employee morale in working condition, as results workers were unable to deliver excellent services and hence lower poor services provided. Then, the government should provide enough funds to the District hospital in order to prevent the hospital from failure on the provision of quality health for better hospital productivity.

5.2.2 Relationship between Work Environment and Employee Performance

Same Hospital has an unsafe workplace environment, made the worker to work under quality and hence influenced their relationship with supervisors. The supervisor assumed that, the workers were lazy or unskilled to perform the task. Because of their unwillingness the staff disobeys the order paid by the supervisor as a results the worker did not complete the task given by his or her supervisors in time when the supervisor complained, then the worker became harsh to the patients as a result of unproductive to the hospital. This study concurred with the study by Le-Thao and Hwang (2010) which showed that, the performance of the employees rose positively if the control and the attitude of leaders were interactive and promoting, then the employees work in a betterment of the organization.

Abbas and Yaqoob (2009) found that leadership, work-life conflicts and working conditions as the main contributors of the factors towards employee working performance, while factors such as poor working morale among employees can in turn affect the level of productivity efficiency (Warren, 2007). Hence, when the employees working under un-conducive environment forced them to work under morale, then their services became automatically inequality. Therefore, there should be a renovation of working environment, accompanied with strong rules and

regulation in order to control human resources in working environment for better hospital productivity.

5.2.3 Relationship the between Personal Skills on Employees Performance

Further findings shows that, personal skills of employee influenced competitive edge of the Same hospital, employees never play their part effectively, it was because they were not satisfied with the working environment and supervisors managed in a way that does not enhances their working performance like not cooperating the employee concerning working condition,as a results Same worker loose the morale on working; they were not punctuality, they reported to the work at the late time, and hence influence productivity. This has similarities with the study of Korman (2003) considers internal determinants or personal ability as very important factors that affect employee performance.

Waldman (1994) added that, there is a relationship between managers attitudes and employee performance, if the manager attitudes fair with the employees, then the employees are willing to work energetically, the performance bar of the employee is raised positively. Hence, personal skills are an important task in working place, whereby when the employee work with inter ability, this could automatically reduce the challenges of poor working performance among staff. Therefore, there is a need of the company to motivate their staff in any way in order to attract them on working environment; this could prevent confrontation between supervisors for better company productivity.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter presents recommendations based on the study objectives. And in the end, the chapter presents the conclusion and suggests areas for further studies

6.2 Conclusion

The model presented here agreed on essential point that there is, working environment and personal skills influenced employee performance, as soon as supervisor recognized them by motivating or respecting them, also the employees struggles in providing personal skills if only the organization provides conducive environment for them. As seen at Same District Hospital workers were unwilling to work because of their poor relationship with their supervisors, as Le-Thao and Hwang (2000) said employee rose positively morale because of poor corporation with their supervisors, Warren (2007) also said when employees working under unconducive environment could lead to inefficiency productivity.

The unplanned workplace environment of Same hospital affected employee morale in working condition, as results workers were unable to deliver excellent services and hence lower poor services provided. The study helps the employees from Same District Hospital by providing them the suggestion that, the government should provide enough funds to the District hospital in order to prevent the hospital from failure on the provision of quality health for better hospital productivity. Nevertheless, when the employees working under un-conducive environment forced them to work under morale, then their services became automatically inequality.

Therefore, there should be a renovation of working environment, accompanied with strong rules and regulation in order to control human resources in working environment for better hospital productivity. Therefore, there is a need of the company to motivate their staff in any way in order to attract them on working environment; this could prevent confrontation between supervisors for better company productivity.

6.3 Recommendations

The government should provide enough funds to the District hospital in order to prevent the hospital from failure in service provision for better hospital productivity.

The District hospital should renovation the working environment by cooperating with the community to rebuild safe and conducive hospital working environment which presented with all the hospital equipment to help health providers to work in good environment which influences employee morale for better hospital productivity. There is a need of the company to motivate their staff in any way in order to attract them on working environment; this could help them from confronting with their supervisor for better company productivity.

6.4 Contribution of the Study to Knowledge

To the best of researchers' knowledge this is one among the first study that was done to assess the influence of work environment and personal skills on employees' performance at the Same District Hospital. Therefore, this study adds new knowledge regarding the factors affecting employees' performance. Employers need to take the findings of this study seriously because failure to provide a conducive working environment and failure to offer trainings to employees have significant

impact on their performance.

6.5 Policy Implications

The finding of this study implies that the government needs to provide a conducive working environment for its employees to perform. Issues related to training of employees and the provisions of good working environment are a necessity that motivates employees to perform better. Therefore, the findings of this study can be used by the policy makers to amend working policies by making sure that employers are taking sole responsibilities of providing trainings as well as satisfying working environment to attract workers to work peacefully and improves their performance.

6.6 Limitations and Areas for Further Studies

First, this study addressed the influence of work environment and personal skills on employee performance at Same district hospital. The findings generated from this study cannot be generated outside the study area. Therefore, future studies could address similar factors in multiple study locations and see if they can arrive at the similar findings. Secondly, the generated data for this study was analysed using descriptive and correlation analysis, future studies could conduct similar study but analysed it using multiple linear regression analysis and see if they will be able to arrive at similar findings.

Furthermore, similar study variables could be adopted by other researchers in different research context and in the end the results could be compared for better findings on the influence of work environment and personal skills on employee performance to other areas in Tanzania. In addition to that, this was a cross-sectional

study (example, the data were collected at one point in time), but other researchers may conduct similar study using a longitudinal study and in the end the results would be used for comparison.

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR NURSES

My name is Julius, Zilpa H. A student at Open University of Tanzania pursuing Masters of Human Resource Management. The aim of this study is to gather data or information about the influence of work environment and personal skills on employee performance at same district hospital. You are kindly asked to take part in the study by filling the survey to the best of your knowledge. Do not write your name or any form of identification and the information you provide will be confidential and purposively used for this study. Please fill or put a tick to the most appropriate answer.

Thanks in Advance for Your Cooperation!

Date:

Occupation:

PART A: Respondents demographic information

4 Gender

(a) Male

(b) Female

5 Age

(i) 18-25

(ii) 26-30

(iii) 31-35

(iv) 36-40

- (v) 41-45
- (vi) 46-50
- (vii) 51-Above

6 Education Level

- (i) Certificate
- (ii) Diploma
- (iii) Degree
- (iv) Masters
- (v) PHD
- (vi) Professors
- (vii) Any other level (specify)_____

PART B: Working environment

- 7 The following statements describe the importance of working environment, you are kindly asked to tick (ç) once against each statement showing your agreement or disagreement on the importance of the specified working environment on your performance.

s/n	Item	1	2	3	4	5
The environment at my workplace is...						
1	Flexible to allow me to adjust, rearrange and organize my work					
2	Comfortable enough to work without getting tired till 4 pm					
3	Good physical conditions that influences my productivity					
4	Quite					
5	Less noise to avoid distractions					
6	Enough natural lights					

PART C: Employee Performance

- 8 The following statements describe your performance in the organization. You are kindly asked to tick (ç) once against each statement showing your agreement or disagreement on the statements that reflects your performance in the organization

s/n	Item	1	2	3	4	5
Employee understands...						
1	Specific needs of customers					
2	Are able to put themselves in the customers place					
3	Are able to tune in to each specific customers					
4	Are able to surprise customers with their excellent services					
5	Are able to do more than usual for customers					
6	Are able to deliver excellent services quality that is difficult to find in other organizations					

PART D: PERSONAL SKILLS

- 9 The following statements describe your personal skills. You are kindly asked to tick (ç) once against each statement showing your agreement or disagreement on the statements that reflects your personal skills that is needed to attain organizational goals

s/n	Item	1	2	3	4	5
1	Inner control skills					
2	Risk taking behaviour					
3	Innovation					
4	Ability of leading changes					
5	Oriented change					
6	Emphasis, tolerance and					
7	Problem solving					
8	Leadership farsightedness					

PART E: Factors Affecting Employee Performance

- 10 In your opinion, can you identify factors affecting your performance in this organization?
-

What do you think should be done to improve your performance in this organization?

11 What are the things used to describe working environment in your organization?

PART F: Relationship the between Personal Skills on Employees Performance

12 What are the things used to describeyour personal skills in this organization?

What do you think should be done to improve your personal skills in this organization?

APPENDIX II: INTERVIEW FOR DOCTORS

1. What are the importances of working environment in your organization?
2. What are the things used to measure personal skills in your organization?
3. What are the factors affecting your performance in this organization?
4. What do you think should be done to improve your performance in this organization?
5. What do you think should be done to improve good working environment in your organization?
6. What do you think should be done to improve your personal skills in this organization?