

**ASSESSMENT OF WORK ENVIRONMENT AND THE EFFECTS ON
EMPLOYEE PERFORMANCE: A CASE OF PUBLIC HEALTH SECTOR IN
TUNDURU DISTRICT**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
RESOURCE MANAGEMENT
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2021

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by The Open University of Tanzania, a dissertation titled: *Assessment of Work Environment and The Effects on Employee Performance. A Case of Public Health Sector in Tunduru District* in fulfilment of the requirements for the degree of Master of Human Resource Management of The Open University of Tanzania.



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I, **Richard Mbambe**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Master of Human Resource Management of The Open University of Tanzania.

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Signature

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Date

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ABSTRACT

The study intended to assess the effects of work environment on employee performance in Tunduru district, Tanzania. Specifically, the study looked at the effect of physical work environment on availability performance of health workers, the role of supervisor support on health worker performance as well as the effect of work incentive on health worker performance. Through descriptive, data for this study were collected using a questionnaire, and a chi-square test was used to determine the relationship between variables such as work incentives and employee's performance. The findings from this study indicated that the performance of health workers is affected by the physical work environment such as building space comfortability and working environment convenience. The study also revealed a positive correlation between work environment and employee performance. Furthermore, it was revealed that the role of Supervisor on supporting health worker plays a vital role in their performance such as the study revealed that if supervisor-employee relation is positive tend to affect employee performance positively. Moreover, the study revealed that work incentives contribute to health worker performance. Last but not least, the study recommends that Tunduru district management should ensure that the work environment is conducive and proper which motivate employees when performing their duties as in turn it improves organizational performance. Furthermore, Health centres at Tunduru District Council should take into consideration that productivity, performance, health and safety are part of conducive work environment motivate employee to perform at their best, in turn, improve overall organizational performance.

Keywords: *Employee performance, work environment, supervisor support, Tunduru*

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LIST OF ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
COVID-19	Corona Virus Disease of 2019
DMO	District Medical Officer
H_a	Alternative Hypothesis
HC	Health Center
H_o	Null Hypothesis
IPEA	International Preliminary Examination Authority
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Science
WHO	World Health Organization

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally it is argued that any type of employee, full or part-time, casual or fixed, shift worker or daily hire an employee is influenced by certain activities in the employee work environment. A work environment means a place that one works can be defined as the social but also professional environment in which a person is supposed to interact with many people (HayGroup, 2014). It is argued that it works environment should be friendly, well designed, safe physical space, good equipment and effective communication as a result it can lead to the productivity of an employee (HayGroup, 2014). It is further argued that a type of work environment can convey certain information about how much an institution values employees as well as the standards an institution expects from an employee (Armstrong, 2008).

In African countries like Nigeria, Kenya, Uganda, Ethiopia, Sudan and Tanzania human resource crisis in the health sector has been linked with the poor performance of health workers due to an uncondusive work environment (Cox and Griffiths, 2015). This led to policymakers and planners as well as others development actors noted that it is not possible to achieve the sustainable development goals (SDGs) if health workers' availability and performance are not well addressed (Beck et al., 2017). The poor work environment in the health sector can lead to poor performance and consequently affect negatively the health care system.

In light of the work environment in the health sector, it is argued that in any health care facility two major components of the work environment should be considered by the human resource management team this includes the physical and psycho-social environment. About a decade it was noted that only psycho-social environment in the health workplace was given importance and was considered to be a predominant determinant of health workers' performance (Amira, 2016). However, for many years now, it is recognized that the physical work environment led to the emergence of organizational psychology and further contribute to the quality of work-life done by an employee. The significance of the physical work environment has now been realized by different scholars and health institutions around the globe (Beck et al., 2017). Therefore, the human resource department should ensure the work environment is more comfortable, safe and healthy.

In Tanzania healthcare system faces challenges such as a shortage of health workers, increased workload for health workers. Due to the migration of skilled health personnel, the double burden of disease and the HIV/AIDS scourge affects both the general population and health personnel (Dialo, 2010). The recently COVID-19 pandemic which challenged Tanzania healthcare system; hence it is crucial to have a good function health system with a well-motivated health worker that carries out their work according to standard and ethic set by the system, within the existing institutional structure, this can lead to improved performance of health workers.

In connection with the above paragraph, it is true that the work environment in the health sector plays a crucial role in the performance measurement of an employee,

and that it impacts at a large extent the performance of the employee in a positive or negative outcome (Robert, David & Morris, 2011). Furthermore, a work environment that is set in favour of employees impacts employee morale, productivity and engagement in work (Chandrasekar, 2011). Employees often vie when they feel that their immediate environment is in tandem with their obligation (Farh&Seo 2012), and that employee performance is connected with the work environment that surrounds the employee. Factors such as office layout and design, work condition, role congruity and social support have been recognized as important factors for measuring employee productivity (Patt&Sobotka, 2010).

Thus, noting the various factors as discussed in the above paragraphs which contribute to employee performance include work environment, now the challenge faced by the healthcare system in Tanzania is to form a work environment that attracts, retain and motivate health workers (Amaya et al., 2017). It is the responsibility of the human resource management team and supervisors at all levels of healthcare institutions to ensure that employees are motivated to perform the work assigned to them at their best (Amira, 2016). In a human resource management team, a supervisor has 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. Among other things that can be done to stimulate the work environment include performance-based pay, employee involvement, recruitment agreements, practices to help balance work and family life as well as the various form of information sharing (Chandrasekar, 2011). Therefore, it is vital for the employer at a health institution to

know how the work environment impacts greatly on the employees' level of motivation and performance.

1.2 Statement of the Problem

Shemdoe and Mbaruku (2016) pointed out that poor performance by health workers in Tanzania is caused by the work environment and shortage of health workers among other things whereby, which is worse particularly in upcountry like Ruvuma than in city areas. Adam and Nurdin (2019) conducted a study in East African countries include Tanzania, findings revealed that there is a shortage of health workers in most health centres located in rural areas. There are some health centres in rural areas that do not have qualified health workers. This situation seriously compromises the health status of the communities. Poor performance has been caused by a poor work environment. The workplace environment plays a vital role in the productivity and performance of the employee. Most public health facilities have an unsafe work environment and most time is unhealthy too due to limited resources in most cases (Edem, 2017). An unsafe health facility environment can adversely affect the performance of health workers in a public health facility.

While some of the reviewed studies done in the country focused on health worker performance and work environment factors, most of these studies focus on how motivation, supervision, skills to perform the given work, and availability of work tools affect performance (Leshabari, 2008; Dialo, 2010), and rarely into the role of work environment and performance of health workers especially focusing on how

work environment affects the performance of health workers in Ruvuma public health care.

Furthermore, the study by Al-Omari and Okasheh (2017) on the influence of work environment on job performance. Just to mention a few, however, these studies were too general and did not address the effects of work environment on employee performance in the health sector, especially in a rural area. In Tanzania however, few specific studies were done recently on this topic while there is an ongoing discussion on how the work environment affects health workers performance in a rural setting. Furthermore, the current context of the COVID-19 pandemic and how health workers operate were covered by very few studies conducted recently and there is little knowledge available regarding this topic, Therefore, there was a need to conduct a study to assess the effects of the work environment on employee performance, focused on health centres located in a rural setting.

1.3 Objectives of the Research

1.3.1 General Objective

The general objective of this study was to assess the work environment and effects of on employee performance case of Tunduru District Council.

1.3.2 Specific Objectives

The specific objectives of this study are;

- i) To examine the effect of physical work environment on availability performance of health worker

- ii) To assess the role of supervisor support on health worker performance
- iii) To examine the effect of work incentives on health worker performance.

1.4 Significance of the Study

The researcher anticipates that the resulting findings of this research will forge a way for the government to take initiative in understanding the depth to which favourable work environments can contribute to employee performance. Thus, in turn, improving work conditions, through facilities, fairer wages, and security for work personnel in Ruvuma and better building premises.

The finding of this study will therefore serve as reference material for further studies. Furthermore, the findings will increase knowledge on the effect of the work environment on health workers' performance. Thus, this study's find will provide measures to be employed by the health sector to improve the working environment for better performance, especially in the public sector.

1.5 Organization of the Study

This dissertation includes six chapters. The first chapter introduced the study and outlined its focus. In the first chapter work environment and employee performance are reviewed in a detailed way. Chapter two reviews the literature used in this study, theoretical and conceptual framework. This chapter also briefly defined conceptual definition. Chapter three discussed the methodology and design used in this study. It discussed in depth the research design, sampling method and sample size, geographic location and study population. Also, chapter three discussed how the data were

collected and the types of data collection tools used in this study, moreover, validity and reliability were briefly discussed and ethical considerations that were followed in this study were presented in this chapter. Chapter four presented the findings and discussed them in a detailed manner. First, the data were presented and thereafter, discussed based on the other literature that was done in regards to the effects of work environment on employee performance. Last but not least, chapter five presented the summary of the findings and conclusion as well as discussed, the recommendation and limitations of this study. At the end of this dissertation, references and appendices are presented.

1.6 Conceptual Scope of the Study

This study is confined to Ruvuma, Tunduru district. The area is chosen because of the following reasons. The area is easily accessible, presence of many new established health centres in rural areas and time Scope as well as COVID-19 implications in those areas. This study focuses on the effects of the work environment on employee performance. The study shall cover the effect of physical work environment on availability performance of health workers, the role of supervisor support on health worker performance and of work incentive on health worker performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

In this chapter, a researcher covers the concept definitions of terms in the study, addresses literature by previous researchers on the field of the study, the empirical analysis of the study and conceptual framework.

2.2 Concept Definitions

2.2.1 Work

In general, work refers to a physical or mental effort or activity directed toward the production or accomplishment of something (Wordnik, 2020). It can also be referred to as a task to be undertaken. In the business, sense work is usually termed as employment. There are two forms of employment; one is skilled labour, where one has to possess certain skills to perform a certain task, usually obtained from learning institutions, and the other is unskilled labour, where no requirement of skills is required, unskilled labour usually pertains to manual work, in this scenario very little wages are paid (Riddell, 2017).

2.2.2 Work Environment

According to Tripathi (2014), a work environment can be defined as the environment in which people work, this includes the physical setting, job profile, and culture and market condition. Each aspect is inter-linked and impacts an employee's overall performance and productivity. It is the quality of the employee's workplace environment that most impacts their level of motivation and subsequently their

performance. This is why most organizations embrace a growing and dynamic work culture to always keep employees at a satisfactory level. Brenner (2004) believed that the ability to share knowledge throughout the organization depends on how the work environment is designed to enable organizations to utilize the work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge.

2.2.3 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.

2.3 Theoretical Framework

Many theories have been advanced to explain the link between workplace environment and employee performance. A researcher grounds this study on the following theory.

2.3.1 Goal-setting Theory

The prominent employee performance theory that will be examined and applied in this study is the Goal-setting theory. The goal-setting theory was first profound by Lockie and Latham in the 1960s, the main intention of this theory states that goal setting is essentially linked to task performance. It states that specific and challenging goals along with appropriate feedback contribute to higher and better task performance.

In simple words, goals indicate and give direction to an employee about what needs to be done and how much effort is required to be put in. Goal setting including aspect such as work incentives, favourable work physical environment, providing adequate resources and workplace training which is a major source of work motivation and improve organizational performance. The theory states that when representatives get it the objectives of the organization and their part in coming to those objectives, those objectives are more likely to become to. Lockie and Latham's theory has been supported by more than one thousand scholars. It is further argued that to perform well as an organization goal must have specificity, commitment, challenge, clarity and task complexity and feedback.

According to the study done by Lawhorne (2008) on the significance of goal setting concerning the organization, performance states that organization goals need to be specific enough to answer the 6Ws i.e., who, what, when, where, why and how of any organization expectations of the goal. The study further state that, an employee within an organization performs better when organization goals among other are to create a conducive physical environment, provide incentive and create feedback mechanism system and provide a very specific team goal than they do when vague or abstract goals. For example, when a manager in an organization gives directives to a subordinate to aim to sell 10 computers within five days within the conducive work environment and employees are well treated and receive incentives rather than telling the subordinate to do as much as he/she can. The specificity of the goal now acts as an internal stimulus, and the subordinate has a specific objective to attain.

The theory further states that a goal within an organization is meant to present a challenge but it should still be attainable. This challenge that is brought by the set goal within an organization should be specific to each responsible individual to increase their motivation. The more challenging a goal is, the more focused an organization, as well as a responsible individual, become on the task and the easier it is to avoid unnecessary distraction (Ivypana, 2018). In this light, an example of boxer fighter training for the Olympics with one month left before the trials, for the boxer fighter to qualify to need a one-quarter inch away from the qualification height. With the goal in sight, the boxer fighter was energized to train hard over the next month. Therefore, it is noted that difficult goals allow an organization to develop an effective strategic plan that helps the organization to perform more effectively (Ivypana, 2018).

Application of the theory: The application of this theory in this study is based on the fact that goal setting is one of the primary activities that organizations should do with uttermost care and strategy to perform better in their operation. This is because according to goal setting theory, goal setting help organization to define parameters that an organization should put in place to achieve an end goal, for instance, employers should create a work environment that is attractive, comfortable, satisfactory and motivating to employees to give them a sense of pride and purpose in what they do. Goal-setting theory suggests that the goal set by the organization does not only affect the organization performance but also how an employee performs their task. In addition to goal-setting theory, supervisor support, work incentives, attractive physical work environment as part of goal setting is another

important strategy for increasing the level of organization performance. According to goal setting principles i.e., specificity, challenge, task complexity, feedback and clarity contribute to a great extent to organization performance.

2.4 Empirical Review

Edna (2018) conducted a study focused on the effects of the workplace environment on workers performance and productivity in Tanzania. The main objective of this study was to investigate the effects of workplace environment on workers performance and productivity in Tanzania and specific objectives of this study were to identify effects of physical workplace environment on Micro and Small Enterprises workers performance and productivity, to analyze the influence of workplace communication on Micro and Small Enterprises workers performance and productivity. The study adopted a case study design. The study used non-probability sampling techniques to collect data that were analyzed qualitative and quantitative techniques. The study findings revealed that the components of physical workplace environments such as furniture and work facilities/tools workers performance and productivity of MSE's in Dar es Salaam. Office layout and space, quality air and ventilation and lightning also have greater contributions toward increasing MSE's worker's performance and productivity.

Al-Omari and Okasheh (2017), conducted a study to examine the influence of the work environment on job performance. The study was quantitative in nature implying a cross-sectional survey was used to satisfy the study objectives in addition to the literature review. Both primary and secondary data were collected through

questionnaires. A total of 85 employees from an engineering company were engaged as a respondent in the study. Different variables such as noise, temperature, air, light and colour, space and employers' satisfaction were employed as part of the work environment independent variable. The data collected were then analyzed using IBM SPSS, version 22. Findings revealed that Job performance is the result of an employee's motivation and ability, and how he/she adapts to the situational constraints and the uncongenial environment (Al-Omari and Okasheh, 2017).

The study strength is on the key physical environment variables employed such as noise, office furniture, ventilation and light which are the very basic and major physical conditions that should gain more attention even for the small company, and further the study managed to show the situational constraints concerning work environment and employee performance. However, the study focused only on specific physical work environment factors that seem to be very basic and left out important factors such as work incentives, supervisor support and other behavioral factor that affect employee performance at work.

In another study done by Kamonche (2018) in Africa, the main objective was to assess knowledge creation and human resource management in Africa. The study employed a comparative approach, using an interview guide and documentation method among others during the collection of data. The main finding of this study revealed that the majority of African countries today experience poverty as the result of economic, social and political underdevelopment. The main recommendation of this study is that improving work habits in African institutions can contribute to

Africa's graduation from poverty and vulnerability to well-being and security and development. The strength and relevance of this study are based on the key finding which states that any appropriate regime should incorporate the concepts of knowledge and learning to help the people working within the organization to be innovative and consequently improve their performance and finally organization performance.

Leblebici (2012) conducted a study on the analysis of the working environment of a private foreign bank in Turkey. The objective of the research was to investigate if there exists any relation between workplace conditions and employee's performance. The methodology is descriptive in nature, both primary and secondary data was collected from 50 employees from a foreign bank in Turkey as sampled respondents. The researcher employed a questionnaire and participants observation as well as a documentation method of data collection. Leblebici investigated dimensions of the workplace environment in terms of physical as well as behavioural components. The main findings of this study show that while the employees are unhappy with the physical conditions of the workplace, they have remarkable satisfaction with the workplace by having strong behavioural workplace conditions. According to the survey results, it is proven that workplace environment affects employee performance but behavioural workplace environment has a greater effect on employees' performance. The study recommends that the analysis could be extended by investigating the gender differences towards the effects of the workplace environment and productivity survey.

The main strengths of this study are based on the fact that it included both behavioural and physical work environment components. However, this study failed to measure the performance of employees systematically due to the absence of performance management measures in the bank.

Chandrasekar (2011) conducted a study titled "the analysis of the working environment at different public sector organizations". The main objective was to understand the performance level of the employees due to the work environment, and also aimed at suggesting few interactions to provide a better work environment at Public Sector Organizations. The study design was descriptive in nature whereby both primary and secondary data were collected through a well-designed questionnaire and documentation method. A stratified random sampling method was employed to select 285 employees and inferences are drawn from them. The data collected through primary sources were subjected to statistical techniques for analysis of the worker's opinion towards the workplace environment and its impact on performance. Chandrasekar (2011), the main finding revealed that workplace environment has a positive relationship with employee performance because an environment impacts employee morale, productivity and engagement both positive and negatively. Furthermore, unsafe and unhealthy environments which are poorly designed, consist of unsuitable furniture, lack of ventilation and inappropriate lighting can affect employee performance negatively and the other way around impact positively employee performance. The study further argued that the quality of the work environment can determine the level of motivation and subsequent performance. Thus, the relationship between work, the workplace and the tools of

work, the workplace becomes an integral part of work itself. Lastly, Chandrasekar (2011), recommend that to drive an organization to peak performance managers and supervisors must put out front the human face of their organization. Efforts should be put to encourage human-to-human interaction through providing individualized support and encouragement to each and every employee. The strength of Chandrasekar's study (2011) is the emphasis on human-to-human interaction through providing individualized support and encouragement to each and every employee whereby managers and supervisors will need to be comfortable with working with the whole gamut of the workplace factors that influence employee motivation. However, the only weakness of the study is based on the focus area which is only the public industrial sector which might be very different to other sectors such as the health sector. Thus, there is a need to conduct a thorough study in that sector.

According to the study by Awan (2015) titled "The Impact of working environment on employee's productivity: A case study of Banks and Insurance Companies in Pakistan". The main objective of this study was to measure the impact of the working environment on the productivity of employees. The research design consisted of cross-sectional data analysis and it was a field survey through self-developed questionnaires. Primary and secondary data were used to conduct the research study. The organizations like banks and insurance companies were selected for conducting this research study whereby a total of 206 respondents were engaged in this study. The key finding of this study revealed that the working environment is helpful increasing employees' level of productivity. Factors like supervisor support, good relation with coworkers, training and development, attractive and fast incentives and

recognition plans and adequate work load are helpful in developing a working environment that has positive impact on employees' level of productivity in the organization.

2.5 Conceptual Framework

The figure below illustrates the conceptual framework of the effects of the work environment on employee performance.

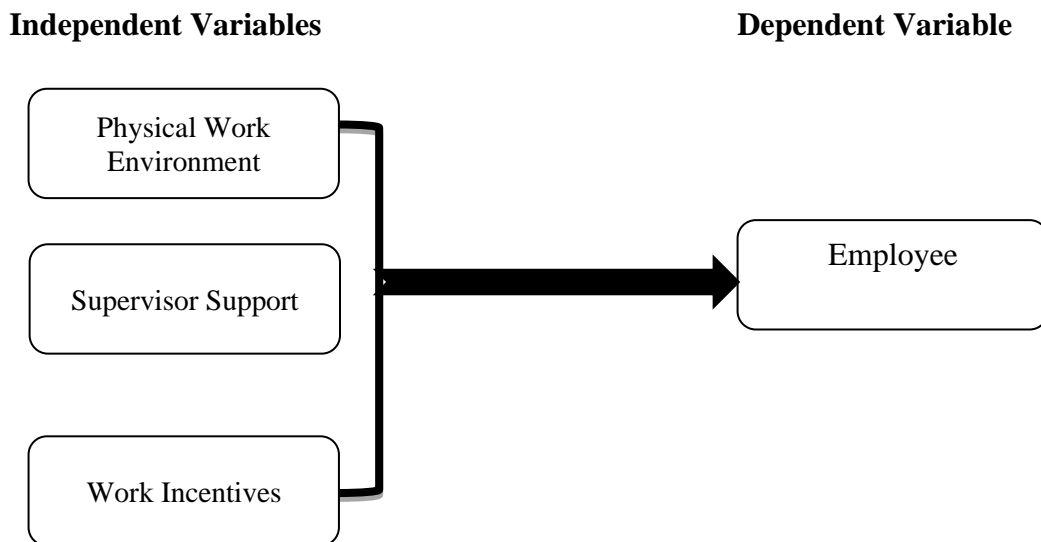


Figure 2.1: Conceptual framework

2.6 Research Hypothesis

1. *H1*: Physical work environment is a positive correlation with health worker performance
2. *H2*: Health worker performance is a positive correlation with supervisor support
3. *H3*: Work incentive is a positive correlation with health worker performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

In this chapter, a researcher presents the design and methodology used in the study. Addressing the sample population, area of study, the methods used to conduct research, the data collected and how the data was analyzed, the types of data, the ethical considerations of the research, respective sample population rights and preferences. This chapter is a conclusive finding of the entire study.

3.2 Research Philosophy

Pragmatism Research Philosophy is a combination of two types of research philosophy that Positivism and interpretivism with the main aim of accepting concepts that are only relevant to support the action. It recognizes multiple realities and no single view on undertaking researches and interprets them in many different ways. Pragmatics can combine both, positivist and interpretivism positions within the scope of single research according to the nature of the research question (Dudovskiy, 2018). For the purpose of this study pragmatism research philosophy was adopted.

3.3 Research Design

Research Design refers to a plan which shows the strategy of an inquiry thought appropriate to the research (Kothari, 2004). This study employed a descriptive research design. The choice of design was based on consideration of understanding the relationship that exists between employee performance and independent variables

such as physical work environment, supervisor support, work incentives that influence. The study also used a quantitative design which was employed in this study through the use of questionnaires and secondary method in collecting data, to control bias the participants requested to relate their own perception free from the researcher's intervention.

3.4 Study Area

The study area was conducted in the Ruvuma region, Tunduru district specifically the Mchokote, Matemanga and Namasakata health care centre (NBS, 2012). The study area was selected purposively due to the high levels of unsatisfactory health care workers and health institutions (Prytherch, 2012). The researcher intended to reveal the gap that exists between work environment and employee performance and their resulting effects. The area was also selected because of the neglect of previous researches on the subject being conducted in the area; it is the researcher's belief that the choice of this research encouraged future researchers to diversify their own researches.

3.5 Target Population

A research population is generally a large collection of individuals or objects that is the main focus of a scientific query (Explorable, 2015). Concerning the study, the population of the study included all health workers and government officials at Tunduru district council whereby a total population of health workers included 37. Health workers located in Mchokote (12), Matemanga (12) and Namasakata (12) ward

3.6 Sampling Design and Sample Size

A sample is a small representation of a whole (McLeod, 2018). A sample should be similar to the population from which it is drawn, on the variables that are relevant to the study (Kothari, 2004). One of the challenges in sampling is to reduce the sampling error that is, the error that may occur when the sample does not reflect the population from which it was drawn. In the course of the study, the researcher used *the census method* where all members of the population were studied.

3.6.1 Sample Frame

The process of selecting units from a study population to obtain a general overview of results representative of the population is what is referred to as sampling (Kothari, 2004). The sample frame for this included all staff from Mchokote, Matemanga and Namasakata ward. Also, staff from the management level was the sample frame for this study.

3.6.2 Sample Size

Through the census method, the sample size for this study includes all health and social welfare practitioners who are responsible for delivering health services. According to the number of the health workers in Mchokote, Matemanga and Namasakata, there is a total of 36 health workers thus, the study employed a census method to select 37 health workers including 1 DMO. Thus, the below sample size distribution was used for this study. The selection of the respondents was based on the fact that they are hands-on and was in a position to provide valid information. They work closely with the communities who are the recipients of the health service

and the leader who is expected to provide them with the support to enable them to deliver services.

Table 3.1 Sample Size and Distribution

No.	Type of respondents	No. of Respondents	% of Respondents	Sampling method
01	Health workers	36 (12 per HC)	94.7	Census method
02	DMO	1	5.3	Purposive
	Total	37	100	

3.7 Data Collection Methods

Data collection is the how or procedure to collect data. Data were collected through two method questionnaires and documentation. In this study, the following data collection techniques were used.

3.7.1 Questionnaire

A questionnaire is a research instrument consisting of a series of questions to gather information from respondents. Questionnaires can be thought of as a kind of written interview. They can be carried out face to face, by telephone, computer or post-McLeod (2018). During data collection for this study, self-administered questionnaires were used as stated above. The respondents were given questionnaires with a series of both closed and open-ended questions. Through the questionnaire, the first part of the questionnaire was dealt with demographical data, the relationship between work environment and employee performance and its effects.

3.8 Data Analysis

3.8.1 Chi-Square Analysis

The study employed Chi-Square analysis for data analysis which was used for testing

relationships between categorical variables in this study. The following hypothesis answered by chi-square statistical analysis, those hypotheses included "Work environment has positive correlation with health worker performance", the second hypothesis is "Health workers' perception on work environment have positive correlation with their performance" and lastly "there is a significant positive correlation between work incentive and health worker performance". The main reason for using chi-square analysis is to assess whether an association exists between the three variables in this study by comparing the observed pattern of responses in the cells to the pattern that would be expected if the variables were truly independent of each other.

3.9 Data Cleaning

While editing data and having them entered into the database, extra efforts were made to make the data set free of errors. This ensured a high standard of editing work before synthesizing quantitative and qualitative information. For analysis data entry, a separate database was developed in MS Excel and SPSS software.

3.10 Reliability

Reliability refers to the extent to which results are consistent over time and an accurate representation of the total population under study and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable (Golafshani, 2003). To test construct reliability, Cronbach's alpha method was used to test the reliability of the data collected from the field through the triangulation method which involved the use of more than one data

collection method such as questionnaire, non-participant observation and secondary. Cronbach's Alpha is the statistical method for testing constructs' reliability in research. The alpha value above 0.7 is the acceptable level in most of the studies Glesne and Peshkin (1992). Therefore, with the help of SPSS, the data collected from the study were tested to produce the reliability of the study. Furthermore, results indicated that the alpha for the total scale was equal to 0.72 which is acceptable. Data collected suggested that data collection tools employed to collect this information were reliable.

3.11 Validity

The validity of an instrument is the idea that the instrument measures what it intends to measure. Validity pertains to the connection between the purpose of the research and which data the researcher chooses to quantify that purpose (Yetts, 2018). Moreover, a researcher made sure that the means of measurement are accurate and whether they are actually measuring what they are intended to measure but in a precise way. In addition, a pilot study was conducted before the field data field. Data collection tools were administered to a certain number of people out of the study population before the commencement of the actual data collection exercise.

3.12 Ethical Issues and Considerations

Ethics is a branch of philosophy that deals with the conduct of people and guides the norms or standards of behaviour of people and relationships with each other (Blumberg et al, 2005). A researcher in this study cooperated and coordinated with different people and diverse disciplines, institutions, standards that are ethical to

foster collaborative efforts. A researcher ensured there is trust, accountability, mutual respect and fairness throughout the research period. The researcher adhered to guidelines that are associated with authorship, copyright and patenting policies, data sharing policies and confidentiality rules in peer review. The study further adhered to all ethical issues. Ethical issues are crucial in research since they guide the researcher on what is permissible. The researcher observed all ethical issues including informed consent, the confidentiality of information, privacy and anonymity of respondents

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Overview

This chapter focuses on analyzing and discussing the results obtained from data through key informant interview-depth and Participant observation from participants. The research findings were identified based on the context of each research objective, the research objectives were to examine the effect of the physical work environment on the availability performance of health workers, assess the role of supervisor support on health worker performance and lastly was to examine the effect of work incentive on health worker performance.

4.2 Socio-Demographic Information

This section focuses on socio-demographic information of the respondents engaged in this study, among the variable investigated include gender of the respondents, age, marital status, education level as well as workstation of the respondent. The study analyzed the data obtained under socio-demographic information to gain more understanding of the respondents in regards to their responses but also correlate the data for further analysis.

4.2.1 Gender of the Respondents

The study found out that there was a higher proportion 22(61%) of male respondents than female respondents 14 (39%). This finding indicates the higher representation of male respondents in the study but also reflect the gender proportion of available

health worker in the study areas. This is because the study employed a census method of data collection and all respondents participated in the study, hence, this can be concluded that in Mchokote, Matemanga and Namasakataward there is a great proportion of male health workers compared to a female health worker. A higher proportion of males has implications for male's perception in the work environment such as if the work environment is not conducive then male health workers may conclude as the reasons why there are fewer female health workers. Table 4.1 presents the finding on gender in detail.

Table 4.1: Gender of the respondent

Gender	Frequency	Percentage
Male	22	61%
Female	14	39%
Total	36	100%

4.2.2 Age of the Respondents

According to the age of the respondents, the majority of the respondents 15 (42%) engaged in this study were aged between 31-40 years, followed by those who aged between 41-50 years constitutes 9 (25%) of the total sampled population, while 8 (22%) of the sample size were those who aged between 20-30 years and there were 4 (11%) of the total sampled population who were aged above 50 years. This finding indicates that in all three wards majority of the health workers are still at a young age and this might mean that they are highly active and self-motivated in performing their work. Table 4.2 presents the findings in detail.

Table 4.2: Age of the respondents

Age Group (Years)	Frequency	Percentage
20-30	8	22%
31-40	15	42%
41-50	9	25%
50 & Above	4	11%
Total	36	100%

4.2.3 Marital Status of the Respondents

The study was interesting to understand the marital status of the respondents to determine whether it might have an implication in their performance concerning the work environment. After the analysis, it was revealed that the majority 26 (72%) of the respondents in this study were married while only 10 (28%) proportion of the total sampled population were single during the data collection period. In connection to the age of the respondents, this can be concluded there is a relation between age of the respondents and marital status but also this might indicate that majority of health worker in the study area have other family responsibility which might impact their performance in the workplace.

Table 4.3: Marital status

Marital Status	Frequency	Percentage
Single	10	28%
Living together	0	0%
Married	26	72%
Divorced	0	0%
Widower	0	0%
Total	36	100%

4.2.4 Education Level and Working Station

The study was interesting in knowing the level of education of the respondent concerning their performance. The study crosses tabulate between the education level

of the respondents and their working stations to determine the difference between them. After the analysis, it was revealed that the majority (18 health workers) studied advanced level then underwent several nurse courses, followed by those who studied university accounting to (12 health workers) and lastly those who studied at secondary level and attended several nurse courses were only 6 health workers. Moreover, the majority (16 health workers) of respondents were from the Matemanga ward, followed by those from Mchoketa (12 health workers) and some (8 health workers) respondents were from the Mkasale ward. This finding indicates that the majority of the health workers from all three wards attained advanced education level and then attended several nurses' courses, hence, this might also have some impact concerning their performance in their workplace as very few were attended university level.

Table 4.4: Education level and working station

Variables	Advanced Level	Secondary	University	Total
Matemanga Ward	7	3	6	16
Mchoketa Ward	6	2	4	12
Masala Ward	5	1	2	8
Total	18	6	12	36

4.3 Effect of Physical Work Environment on Availability Performance of Health Worker

This section focuses on the first objective of this study which was to examine the effect of the physical work environment on the availability performance of health workers in the three wards. The study examined areas in regards to a physical work environment which include: Buildings at the work station in terms of comfortability, accessibility and convenience in terms of work performance.

4.3.1 Building Space Comfortability

The study was interesting in knowing if the building space influences health worker performance and allow them to stay in the office comfortably. Thus, the study finding revealed that the majority of proportion 19 (53%) of the health workers responded in this question states that their office building space influences them to work and stay comfortable in the office while 16 (44%) proportion of the total sampled population of the health workers states that they are very comfortable with their building space and only 19% (1 health worker) indicated that the building space is moderate in term of comfortability. This finding indicates that office building space influence health workers at Matemanga, Mchoketa and Mkasale ward to perform their duties comfortably. Thus, it can be concluded that in the three wards the office building space is in good condition and motivate health worker to perform as per their capacity.

This finding relates to the study done by Chandrasekar (2011), main finding states that the workplace environment has a positive relationship with employee performance because an environment impacts employee morale, productivity and engagement both positive and negatively. Furthermore, the unsafe and unhealthy environments which are poorly designed, consist of unsuitable furniture, lack of ventilation and inappropriate lighting can affect employee performance negatively and the other way around impact positively employee performance. He further argued that the quality of the work environment can determine the level of motivation and subsequent performance.

Also, another study by Edna (2018) on the effects of workplace environment on workers performance and productivity in Tanzania. The study findings revealed that the components of physical workplace environments such as furniture and work facilities/tools workers performance and productivity of MSE's in Dar es Salaam. Office layout and space, quality air and ventilation and lightning also have greater contributions toward increasing MSE's worker's performance and productivity.

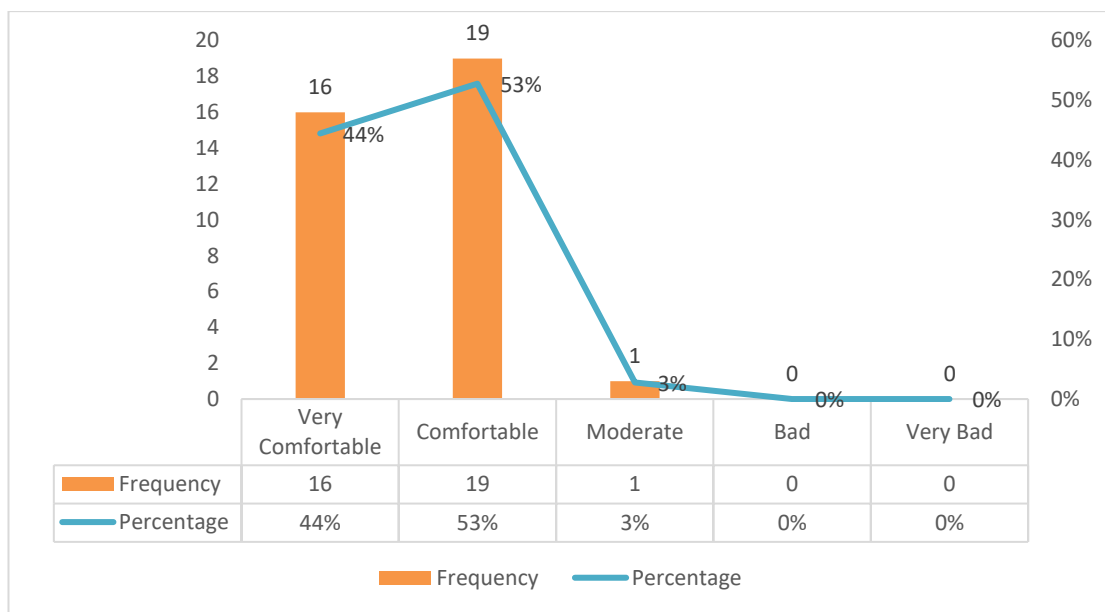


Figure 4.1: Building space comfortability

4.3.2 Work Environment Convenient

The study investigated if the work environment is convenient enough for health workers in the three wards to perform well their responsibilities. The findings revealed that there was a higher proportion of health workers 16 (44%) who responded that, the work environment is very convenient for them to work and perform their duties accordingly, followed by 14 (39%) of the total sampled population who states that work environment is convenient for them to perform their

duties as assigned. On another hand, there were a small proportion of health workers who responded that work environment to be at a moderate level in term of convenience for work performance. This finding indicates that the work environment at Matemanga, Mchoketa and Mkasale ward is very convenient for health workers and that they can perform their assigned duties. Furthermore, it can be concluded that the performance of health workers in these three wards can be rated as very good compared to a place where the work environment is not convenient.

This finding correlates with the study done by Akinwale et al, (2020) that examined the Work environment and job satisfaction among nurses in government tertiary hospitals in Nigeria. Respondents in this study used 152 respondents. This study uses a statistical analysis of the Structured Equation Model and Partial Least Square. WarpPLS is used as a data processing program for hypothesis testing. The test results show that the work environment has a significant effect of 0.259 on employee performance. The work environment at the health hospitals also has a significant effect of 0.742 on work motivation. Work motivation also provides significant results on employee performance of 0.234.

Furthermore, this finding related to the study done by Ismail and Ladisma (2010) states that the physical conditions of the workplace environment influence the employees' functions and will determine the well-being of the organization. They add that the physical environment includes the internal and external office layout, temperature, comfort zone and the work setting.

Table 4.5 Work Environment Convenient

Work environment Convenient	Frequency	Percentage
Very convenient	16	44%
Convenient	14	39%
Moderate	6	17%
Inconvenient	0	0%
Very inconvenient	0	0%
Total	36	100%

4.3.3 Work Environment Across Gender

The study cross-tabulated work environment convenient with gender to find out about the perception between men and women in regards to the work environment. The study revealed that the majority (16) male respondents state that the work environment is very convenient for them to work and perform their duties accordingly, while 14 females state that the work environment is convenient for them. On another hand 4 males and 2 females indicated that the work environment is moderate. This finding indicates that the work environment at Matemanga, Mchoketa and Mkasale ward is very convenient for health workers to perform this might be because the health centres are still new, building space has all the necessary equipment and facilities which enable health workers to work conveniently.

This finding relates to the study done by Al-Anzi, (2009) who states that office design encourages employees to work in a certain way by the way their work stations are built. Spatial layouts contribute a lot towards how employees perform their tasks. A closed office floor plan allows employees a greater amount of privacy than an open floor plan layout. It allows employees to work in peace and quiet, keeping them focused on their tasks without distractions. Furthermore, the finding of this study correlated with the study done by Carlisle et al, (2019), the study examined the

relationships between training effectiveness, task performance and work environment. Data were collected from 486 participants in public hospitals across three states in Australia. Results show that there are significant relationships between training effectiveness and work environment, training effectiveness and task performance, and work environment and task performance. In addition, the work environment mediates the relationship between training effectiveness and task performance. Further, this study establishes the moderation effect that non-mandatory training has on the relationship between work environment and task performance.

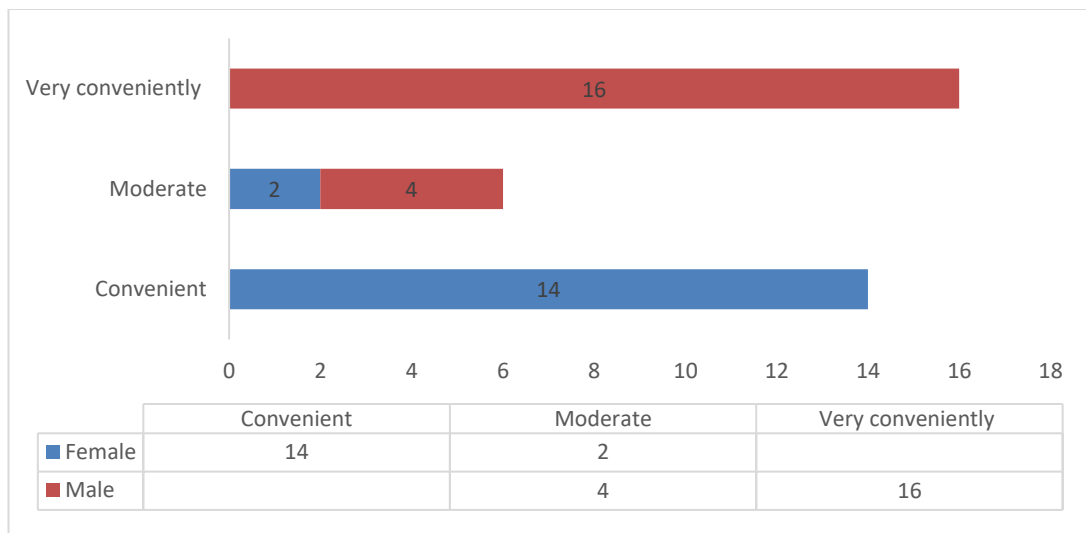


Figure 4.2: Work environment across gender

4.3.4 Relationship Between Work Environment and Employee Performance

The study was interesting in knowing if the work environment has a positive correlation with health worker performance. To find out such a relationship, the study employs a chi-square test with a 0.05 significant level. Two variables were tested which include: Work environment and employee performance. The chi-square test revealed that work environment has a positive correlation with health work

performance. This could be because work environments such as accessible facilities, quality and clean buildings motivate health workers to perform at their best capacity. This finding relates to the study done by Satyendra (2019) which concluded by reporting that, there is a positive correlation between physical aspects of a workplace environment and employees' productivity, performance, health and safety, comfort, concentration, job satisfaction, and morale. The study further argued that proper work environment helps to improve employees' physical and mental capabilities in performing their daily routine.

Table 4.6: Observed Values

Variable	Convenient	Moderate	Very conveniently	Grand Total
Negative	-	-	-	-
Neutral	-	2	-	2
Positive	20	-	-	20
Very Negative	-	-	-	-
Very Positive	-	-	14	14
Grand Total	20	2	14	36

Table 4.7: Expected Values (Chi-square Test (X²))

Variable	Convenient	Moderate	Very conveniently	Grand Total
Negative	-	-	-	-
Neutral	1.11	0.11	0.78	2
Positive	11.11	1.11	7.78	20
Very Negative	-	-	-	-
Very Positive	7.78	0.78	5.44	14
Grand Total	20	2	14	36

H₀: Null Hypothesis: Work environment has a positive correlation with health worker performance

H_a: Alternative Hypothesis: Work environment has no relationship with health work performance

$P = 8.55E-06$: This is a large calculated P-Value that indicates weak evidence against the null hypothesis, so a researcher fails to reject the null hypothesis. Hence, Accept the null hypothesis

$\phi = 0.05$: A significance level of 0.05 indicates a 5% risk of concluding that a difference exists when there is no actual difference. Thus, is the probability of rejecting the null hypothesis when it is true.

$P > \phi$ - Accept the Null hypothesis when the P-value is large than the alpha value

Therefore, since P-value is greater than the Alpha value then the study accepts the null hypothesis which states that the work environment has a positive correlation with health worker performance. The study concludes a positive correlation between work environment and employee's performance; hence employers should ensure that the work environment is conducive and proper which motive employees when performing their duties as in turn it improves organizational performance.

4.4 Role of Supervisor Support on Health Worker Performance

This section focuses on the second objective of this study which was to assess the role of supervisor support on health worker performance. The study examined supervisor-employee relationship, feedback, types of leadership style and supervisor support.

4.4.1 Supervisor-Employee Relationship

The study was interesting in knowing about the relationship between supervisor and employee. The findings revealed that there was a higher proportion of health workers

respondents 24 (67%) who responded that they are comfortable with the kind of supervision they received from their supervisors. While 9 (25%) of the respondents indicated that they are very comfortable with the supervision and the rest of the respondents account for 3 (8%) of the total sampled population indicated that the kind of supervision is moderate. This finding indicates that, in those health centres from three wards employees receive supportive supervision and that it might be the fact that employees are being treated fairly with their supervisor which makes them feel comfortable. Figure 4.3 presents the findings in a more detailed way.

The findings relate to the study done by Hampton (2019), Hampton pointed out how subordinates' job performance and job satisfaction are affected by the relationship shared with their supervisor(s). it was revealed that employees are the key to the organization performance. Within any department, there is a distinction between the supervisors and subordinates. The employees that are being led within any department have various ways that their job performance and job satisfaction can be affected. Supervisors oversee ensuring employees are reaching their self-actualization needs.

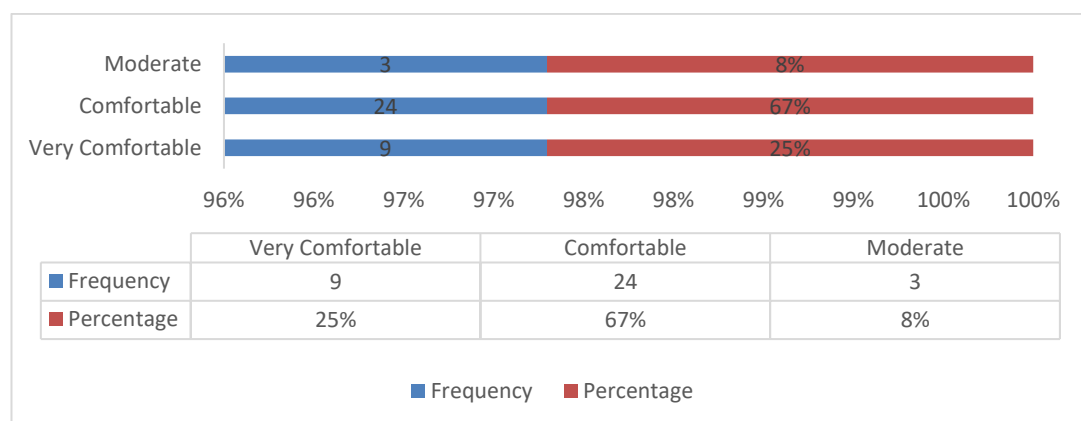


Figure 4.3: Supervisor-employee relationship

4.4.2 Supervisor to Employee Feedback

Among the variable investigated in this study include feedback received by the employee from his/her supervisor. The study revealed that the majority of the respondents 27 (75%) responded to have received feedback often from their supervisors while some respondents 9 (25%) indicated that they receive feedback from their supervisors very often. In connection with subsection 4.3.1 on supervisor-employee relation, these findings indicate that health workers in Tunduru District receive frequent feedback and they are very comfortable with their supervisor and this might impact positively their job performance. This is because several studies revealed a positive relationship between supervisor-employee relations and job performance. For instance, a study done by Xin Zhu (2019) indicated that supervisor to employee feedback is very crucial as part of improving employee's behavioural in the organization, and it has a major impact on supervisors leading employees to achieve organizational goals and improve performance. It was pointed out that when feedback is used to demotivate employees, in turn, the employee would intentionally evade responsibility which affects the performance negatively and vice versa. Figure 4.4 presents the finding in detail.

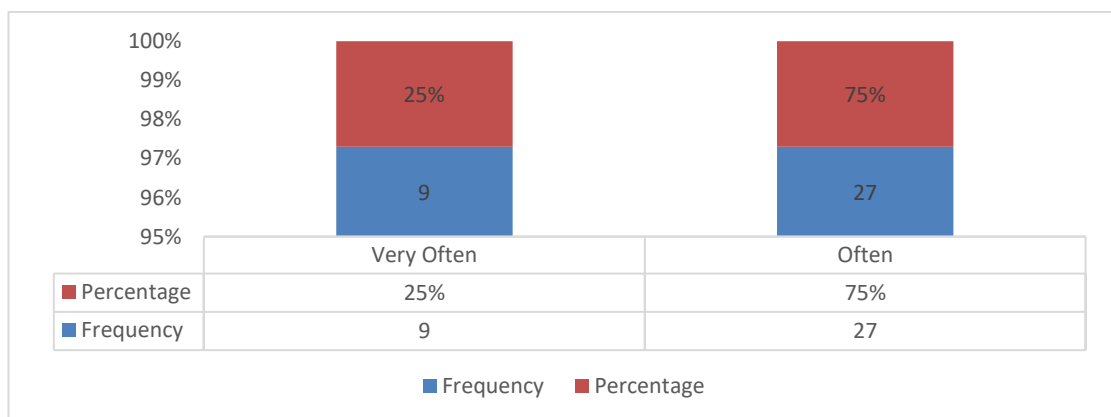


Figure 4.4: Supervisor to employee feedback

4.4.3 Supervisor Development Feedback and Employee's Performance

In response to research objective number two, the study was interesting in knowing how the supervisor's constructive feedback impacts employee's performance. It was revealed that majority of the respondents 19 (53%) indicated that when employee receive good supervision and constructive feedback tend to perform well and consequently improve organizational performance. While others 14 (39%) of the total sampled population revealed that, it is very often when employees receive good supervision and constructive feedback perform well. It was very interesting that some respondents accounting for 3 (8%) revealed that sometimes good supervision and constructive feedback help an employee to improve performance. Table 4.8 presents the findings in detail.

This study relates to the study done by Çetin et al, (2019) investigated the role of occupational self-efficacy on work performance through intrinsic motivation by using longitudinal analysis. The study employed a total of 76 participants who were employees from diverse organizations operating in an organized industrial region in Turkey.

Table 4.8: Supervisor development feedback and employee's performance

	Frequency	Percentage
Very Often	14	39%
Often	19	53%
Sometimes	3	8%
Rarely	0	0%
Never	0	0%
Total	36	100%

Participants filled in a weekly questionnaire for ten consecutive weeks. Results of

multilevel analyses confirmed the study's hypotheses by showing that occupational self-efficacy and intrinsic motivation have a significantly influential role over work performance, and intrinsic motivation serves as a partial mediator in this relationship.

4.4.4 Types of Supervision

The researcher was interested in know the types of supervision practised in the three wards in Tunduru District especially for health workers within the studied health centres. The study findings revealed that the majority of health workers respondents (69%) indicated that the type of supervision practice by their supervisors is friendly while 31% of the total sampled population indicated that the supervision is very friendly. This finding might indicate that health workers in the Tunduru district have been provided with the tools and training needed for them to do their jobs.

Table 4.9: Types of supervision

Types of Supervision	Frequency	Percentage
Very Friendly	11	31%
Friendly	25	69%
Unfriendly	0	0%
Very Unfriendly	0	0%
Total	36	100%

4.4.5 Relationship Between Supervisor Support and Employee Performance.

The study was interesting in knowing if supervisor support has a positive correlation with health worker performance. To find out such a relationship, the study employs a chi-square test with a 0.05 significant level. Two variables were tested which include: Supervisor support and employee performance. The chi-square test revealed that supervisor support has a positive correlation with health work performance.

H₀: Null Hypothesis: Supervisor support has a positive correlation with health worker performance

H_a: Alternative Hypothesis: Supervisor support has no relationship with health work performance

P = 4.14E-11: This is a large calculated P-Value which indicates weak evidence against the null hypothesis, so a researcher fails to reject the null hypothesis.

Hence, Accept the null hypothesis

$\phi = 0.05$: A significance level of 0.05 indicates a 5% risk of concluding that a difference exists when there is no actual difference. Thus, is the probability of rejecting the null hypothesis when it is true.

$P > \phi$ - Accept the Null hypothesis when the P-value is large than the alpha value

$$8.55E-06 > 0.05$$

Therefore, since P-value is greater than the Alpha value then the study accepts the null hypothesis which states that supervisor support has a positive correlation with health worker performance. The study concludes a positive correlation between supervisor support and employee's performance; hence employers should ensure that provision of friendly, fairness and supportive supervision is conducive and proper which motive employees when performing their duties in turn it improves organizational performance.

Table 4.10 Observed Values

Variables	Often	Sometimes	Very Often	Total
Comfortable	24		-	24
Moderate	-	3	-	3
Very Comfortable	-	-	9	9
Total	24	3	9	36

Table 4.11 Expected Value (Chi-square Test (X²))

Variables	Often	Sometimes	Very Often	Total
Comfortable	16	2	6	24
Moderate	2	0.25	0.75	3
Very Comfortable	6	0.75	2.25	9
Total	24	3	9	36

4.5 The Effect of Work Incentive on Health Worker Performance

This section focuses on the third objective of this study which was to examine the effect of work incentives on health worker performance. The study examined the kind of work incentives received by employees, the availability of work incentives in the workplace as well as the relationship between work incentives and employee performance.

4.5.1 Workplace Incentives

The study was interesting in knowing if health workers at Tunduru district receive an incentive as part of the motivation in the workplace. The study revealed that the majority of respondents (47%) indicate that their health centres sometimes provide workplace incentives to employees and not always, 19% of respondents indicated that employees receive an incentive from an employer often. Followed by 17% of the total sampled population who indicated that to have received an incentive from their employer very frequently. However, some respondents were accounting for 11% of the total sampled population who stated that they rarely receive work incentives and interesting that 6% of the total sampled population indicated that they never receive incentives.

This finding relates to the study done by Cross (2019), suggested that work incentive significantly correlates with employee productivity and that organizational practices should be aimed at the substantial reward and compensation of workers for their contributions further enhances their work productivity and task employee's productivity and further places and thereby promotes the overall employee's productivity of the organization.

Also, this finding corroborates with the study done by Edem et al, (2018), the study examined the workplace environment in a health facility and how it affects the health worker. This study revealed that an unsafe health facility environment such as unsuitable furniture, poorly designed workstations, lack of ventilation, excessive noise, inappropriate lighting, poor supervisor support, poor workspace, poor communication, poor fire safety measures for emergencies, and lack of personal protective equipment, can adversely affect the productivity of the employee. Health workers in such environments are exposed to occupational diseases such as heat stress, deafness, ergonomic disorders and suffocation. Health worker's productivity and performance can decrease due to a poorly planned workplace environment as this adversely affects their morale and may give rise to poor motivation and no job satisfaction as a result, it becomes a challenge for the management to provide a safe work environment for the workers to ensure health, efficiency, productivity and good performance. Furthermore, the relationship between the health worker, work and the workplace environment is very crucial and hence it becomes an integral part of work itself.

Table 4.12 Workplace Incentives

	Frequency	Percentage
Very Often	6	17%
Often	7	19%
Sometimes	17	47%
Rarely	4	11%
Never	2	6%
Total	36	100%

4.5.2 Types of Work Incentives

The study investigated the types of work incentives provided by employers in the workplace. Hence, the study finding revealed that there were several incentives such as recognition incentive, reward incentive as well as appreciation incentive. The majority of health workers respondents accounting for 53% of the total sampled population revealed that appreciation incentive being provided in their workplace while 36% of the total sampled population indicated that recognition incentive being provided in their workplace. On another hand, some respondents about 11% of the total sampled population revealed that reward incentives are being provided in their workplace. This finding indicates that at Tunduru district based on the surveyed health centre employers at least provide a certain type of incentives to their employees as part of motivating employees to perform at the best of their capacity.

Table 4.13 Types of Work Incentives

Type of Work Incentive	Frequency	Perception
Recognition Incentive	13	36%
Reward Incentive	4	11%
Appreciation Incentive	19	53%
Total	36	100%

4.5.3 Work Incentive-Based on Performance

The researcher was interested in knowing if health workers in the surveyed areas receive work incentives based on their performance. The study revealed that the majority of the respondents accounting for 11 (50%) revealed that, health workers at their centres often receive work incentives based on the performance while about 8 (31%) of the total sampled population indicated that it is very often for their employers to provide incentives based on the performance of the employees. On another hand, about 5 (14%) of the total sampled population indicated that sometimes their employers provide incentives based on performance while 2 (6%) of the total sampled population indicated that their employers rarely provide incentives based on performance. The finding indicates that there is a great chance that health workers at Tunduru district are being provided with work incentives based on their performance to motivate them to continue performing at their best capacity. The incentive might be financial incentives or materials.

This finding relates with the study done by Jayaweera (2015), this study examined the relationship between work environment factors and job performance with work motivation and the extent to which this relationship is mediated by work motivation among a sample of hotel workers in England. The findings of this study revealed that there is a significant relationship between work environmental factors and job performance and that work motivation mediates the relationship between working conditions and job performance. The results also suggest that there is a significant relationship between work motivation and job performance of the hotel workers. The results point to the importance of working conditions and work motivation in

explaining the job performance of hotel workers in the framework of work environmental conditions and job performance. The limitations and implications and the study are also discussed.

Table 4.14: Work Incentive-Based on Performance

	Frequency	Percentage
Very Often	11	31%
Often	18	50%
Sometimes	5	14%
Rarely	2	6%
Total	36	100%

4.5.4 Relationship Between Work Incentives and Employee Performance

The study was interesting in knowing if work incentives have a positive correlation with health worker performance. To find such correlation, the study employs a chi-square test with a 0.05 significant level. Two variables were tested which include: work incentives and employee performance. The chi-square test revealed that work incentives have a positive correlation with health worker performance. This is because the tested P-value is greater than the alpha value as stated below.

H₀: Null Hypothesis: Work Incentives has a positive correlation with health worker performance

H_a: Alternative Hypothesis: Work incentives has no positive correlation with health worker performance

P = 1.51E-14: This is a large calculated P-Value that indicates weak evidence against the null hypothesis, so a researcher fails to reject the null hypothesis. Hence, Accept the null hypothesis

$\phi = 0.05$: A significance level of 0.05 indicates a 5% risk of concluding that a difference exists when there is no actual difference. Thus, is the probability of rejecting the null hypothesis when it is true.

$P > \phi$ - Accept the Null hypothesis when the P-value is large than the alpha value
 $8.55E-06 > 0.05$

Therefore, since P-value is greater than the Alpha value then the study accepts the null hypothesis which states that work Incentives has a positive correlation with health worker performance. The study concludes a positive correlation between work incentives and employee's performance; hence employers should ensure that provision of workplace incentives such as finance or materials incentives for motivating an employee to perform their duties, in turn, it will help the organization to improves its performance.

Table 4:15 Observed Values

Variable	Appreciation	Compensation	Recognition	Reward	Total
Often	-	-	18	-	18
Rarely	2	-	-	-	2
Sometimes	-	-	-	5	5
Very Often	-	11	-	-	11
Total	2	11	18	5	36

Table 4:16 Expected Values (Chi-Square Test)

Variable	Appreciation	Compensation	Recognition	Reward	Total
Often	1	5.5	9	2.5	18
Rarely	0.11111111	0.61111111	1	0.277778	2
Sometimes	0.27777778	1.52777778	2.5	0.694444	5
Very Often	0.61111111	3.36111111	5.5	1.527778	11
Grand Total	2	11	18	5	36

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Overview

This chapter presents a summary of the findings, conclusions, and recommendations on the effects of the work environment on employee performance. The chapter starts by summarizing the findings of the study, followed by a conclusion and lastly recommendation.

5.2 Summary of the Study

There was a higher proportion (61%) of male respondents than female respondents (39%) in this study which indicates a higher representation of male respondents in the study but also reflect the gender proportion of available health worker in the study areas since the method of data collection used was census method. Moreover, the majority of the respondents in this study which were health workers from all three wards attained advanced education level and then attended several nurses' courses, hence, this might also have some impact regarding their performance in their workplace as very few were attended university level.

The study findings indicate that office building space influence health workers at Matemanga, Mchoketa and Mkasale ward to perform their duties comfortably. In this light, the findings might indicate that in the three wards the office building space is in good condition and motivate health worker to perform as per their capacity. Furthermore, the study finding revealed that the work environment at Matemanga,

Mchoketa and Mkasale ward is very convenient for health workers and that they can perform their assigned duties.

Furthermore, this study finding revealed that the work environment at Matemanga, Mchoketa and Mkasale ward is very convenient for health workers to perform, this might be because the health centres are still new, building space has all the necessary equipment and facilities which enable health workers to work conveniently. The study revealed that there is a positive correlation between work environment and employee's performance, hence employers should ensure that the work environment is conducive and proper which motivate employees when performing their duties as in turn it improves organizational performance. Also, it was revealed that health centres from three wards employees receive supportive supervision and that it might be the fact that employees are being treated fairly with their supervisor which makes them feel comfortable

5.3 Conclusion

The study concludes that there is a positive correlation between work incentives and employee's performance, hence employers should ensure that provision of workplace incentives such as finance or materials incentives for motivating an employee to perform their duties, in turn, will help the organization to improve its performance.

Based on the findings and discussion in chapter 4, the study concludes that there is a positive relationship between work incentives and employees performance as well as a positive correlation between physical work environment and employees performance. Moreover, it is concluded that supervisor support has a positive

correlation with employees performance. The study further concluded that at Tunduru district based on the surveyed health centre employers at least provide a certain type of incentives to their employees as part of motivating employees to perform at the best of their capacity.

On supervisor support, the study can conclude that, in the health centres from three wards employees receive supportive supervision and that it might be the fact that employees are being treated fairly with their supervisor which makes them feel comfortable. Moreover, the study concludes that the work environment at Matemanga, Mchoketa and Mkasale ward is very convenient for health workers to perform this might be because the health centres are still new, building space has all the necessary equipment and facilities which enable health workers to work conveniently. Furthermore, it can be concluded that the performance of health workers in these three wards can be rated as very good compared to a place where the work environment is not convenient.

5.4 Recommendation

The study revealed a positive correlation between physical work environment and employees performance, hence, health centres at Tunduru district should ensure that the work environment is conducive and proper which motivate employees when performing their duties as in turn it improves organizational performance. Furthermore, Health centres at Tunduru district should take into consideration that productivity, performance, health and safety, comfort, concentration, job satisfaction, and morale which are part of a conducive work environment motivate employees to

perform at their best, in turn, improve overall organizational performance. The study further recommends that a proper work environment help to improve employees' physical and mental capabilities in performing their daily routine.

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APPENDICES

Appendix 1: Research Questionnaire

About this research

This study is done by Richard Mbambefrom the Open University of Tanzania which aims to Assessment of Work Environment And The Effects On Employee Performance, A Case of the Public Health Sector in the Tunduru District. All information gathered by this research will be held in the strictest confidence. Under no circumstances will researchers publish, release or disclose any information on, or identifiable with, individuals or organizations.

1. Sex
 - a. Male
 - b. Female
2. Age 'between'
 - a. 15-25
 - b. 26-36
 - c. 46-47
 - d. 47 and above
3. Marital status
 - a. Single
 - b. Living together
 - c. Married
 - d. Divorced
 - e. Widow/er
4. What is your highest level of education?

- a. None
 - b. Primary
 - c. Secondary
 - d. Advanced level
 - e. University
 - f. Postgraduate qualification
5. What is your position.....
6. Is your office building space influence you to work and stay in the office comfortably?
- a. Very comfortable
 - b. Comfortable
 - c. Moderate
 - d. Bad
 - e. Very Bad
7. How would term your relationship with your supervisor be?
- a. Very comfortable
 - b. Comfortable
 - c. Moderate
 - d. Bad
 - e. Very Bad
8. How often do you receive feedback from your supervisor?
- a. Very often
 - b. Often
 - c. Sometime

- d. Rarely
 - e. Never
9. How would you rate the feedback you receive from your supervisor mostly?
- a. Very comfortable
 - b. Comfortable
 - c. Moderate
 - d. Bad
 - e. Very Bad
10. Is the work environment convenient for you to complete your daily task easily?
- a. Very conveniently
 - b. Convenient
 - c. Moderate
 - d. Inconveniently
 - e. Very Inconveniently
11. How often does your organization provide work incentives to the employee?
- a. Very often
 - b. Often
 - c. Sometime
 - d. Rarely
 - e. Never
12. What kind of Work incentive does your organization provides (Kindly tick all that apply)
- Compensation incentive

- Recognition Incentives
- Reward Incentives
- Appreciation Incentives

13. Is work incentive motivating you to perform well in your daily task?

- a. Highly Motivated
- b. Motivated
- c. Rarely Motivated
- d. Demotivated
- e. Highly demotivated

14. How often does an employee who receives work incentive perform well in your organization?

- a. Very often
- b. Often
- c. Sometime
- d. Rarely
- e. Never

15. How often does an employee perform well and meet their target when received good supervision?

- a. Very often
- b. Often
- c. Sometime
- d. Rarely
- e. Never

16. How would describe the type of leadership from your supervisor in your organization?

- a. Very Friendly
- b. Friendly
- c. Unfriendly
- d. Very unfriendly

17. How fair and supportive would you describe your supervisor on your job performance?

- a. Very fair
- b. Fair
- c. Unfair
- d. Very unfair

18. How likely does your supervisor contribute to your job performance?

- a. Very likely
- b. Likely
- c. Unlikely
- d. Very unlikely

19. How would you rate your work environment on your performance?

- a. Very positive
- b. Positive
- c. Neutral
- d. Negative
- e. Very negative

THANK YOU FOR YOUR COOPERATION

Appendix 2: Permission to Collect Data from the Tunduru District Executive



JAMHURI YA MUUNGANO WA TANZANIA
OFISI YA RAIS
TAWALA ZA MIKOA NA SERIKALI ZA MITAA
HALMASHAURI YA WILAYA YA TUNDURU



MKOA WA RUVUMA

SimuNa. +255 (026) 80004
NukushiNa. +255 (026) 80208
BaruaPepe: info@tundurudc.go.tz

Mtaa wa Kalanje
S.L.P 275
TUNDURU,

Unapojibutafadhalitaja:
Kumb.Na.TDC.R.30/20/80

24/03/2021

Mkuu wa Chuo
Chuo Kikuu Hulia,
S.L.P 23409,
DAR ES SALAAM.

YAH: OMBI LA KUFANYA UTAFITI

Kichwa cha habari hapo juu chahusika

2. Rejea barua yako yenye kumb Na.PG201701518 ya tarehe 12/03/2021 inayohusu kufanya utafiti.

3. Kwa barua hii ombi la mwanafunzi wako **Mr. Richard Mbambe Limekubaliwa** kwa ajili ya kufanya utafiti kuanzia tarehe 19/03/2021 hadi tarehe 30/04/2021

4. Anatakiwa kuripoti kwa Mkuu wa Idara ya Utawala na Utumishi .Siku ya kuripoti aende na nakala ya barua hii.

5. Nakutakia kazi njema.

Morton .A. Msowoya
KAIMU MKURUGENZI MTENDAJI (W)
TUNDURU.

Nakala: Richard Mbabe

DISTRICT EXECUTIVE DIRECTOR
TUNDURU

Appendix 3: Research Clearance

THE OPEN UNIVERSITY OF TANZANIA

DIRECTORATE OF POSTGRADUATE STUDIES

P.O. Box 23409
Dar es Salaam, Tanzania
<http://www.openuniversity.ac.tz>



Tel: 255-22-2668992/2668445
ext.2101
Fax: 255-22-2668759
E-mail: dpgs@out.ac.tz

Our Ref: PG201701518

18th March 2021

District Executive Director (DED),

Tunduru District Council,

P.O. Box 275,

RUVUMA.

RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. MBAMBE, Richard L, Reg No: PG201701518** pursuing **Master of Human Resource Management (MHRM)**. We here by grant this clearance to conduct a research titled **“Assessment of Work Environment and the Effects on Employee Performance”**. He will collect his data at your Area from 19th March 2021 to 30th April 2021.

In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours,

THE OPEN UNIVERSITY OF TANZANIA

Prof. Magreth Bushesha

DIRECTOR OF POSTGRADUATE STUDIES.