

**INVESTIGATING THE IMPACT OF MANAGEMENT BY OBJECTIVE ON
WORKPLACE PERFORMANCE IN PUBLIC SECTOR ZANZIBAR
CASE STUDY ZANZIBAR COMMISSION OF TOURISM**

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: “*Investigating the Impact of Management by Objective on Workplace Performance in Public Sector Zanzibar: A Case of Zanzibar Commission of Tourism*”, in partial fulfillment of the requirement for the degree of Master Human Resources Management of the Open University of Tanzania.

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Date

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DECLARATION

I, **Muhsin Khatib Mohamed**, do hereby declare that this dissertation report is my own original work and that it has not been presented to any other Academic Institution for a similar award or any other degree award.

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Signature

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Date

DEDICATION

This work is dedicated to my lovely parents and my fellow academic students for strong support in accomplishment of this works, and especially thanks give to Mr Omary Abdalla Ameer for his strong support to ensure that this work is completed.

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My thanks goes to the Almighty God who gives me this opportunity to join in the higher academic institution and give me power of accomplishment of this dissertation. Contributions from different academic experts were received from different institutions; I therefore do thanks all.

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ABSTRACT

Management by objective emphasized on how organization can plan their goals through strategic considerations, in recently day management by objective remained as a status symbols within the organization, because most of managers, and other employees not used their time to practice this philosophy, not used their effort to implement this philosophy, also the leadership are not willing to be effectively practiced the philosophy of MBO, so the study focused on investigating the impact of MBO on workplace performance in public sector Zanzibar, through four variables such as managerial participation, performance standards, evaluation of results and challenges of MBO, this study used interviews and questionnaires to collect data from different heads of department, divisions and other employees. Also the study used probability sampling design and purposive sampling design for 49 sample sizes. This study revealed that, evaluations of results and performance standards have more positive impact on impact the workplace performance, because evaluation of result facilitating the performance review such as annual performance review and periodic performance review, the performance standard directed employees on how to performed duty with quality needed by the organization, the performance standards is the source of motivation for those employees who performed better, finally the study concluding that the effectiveness of MBO on impact workplace performance should be necessary to evaluate the results of employees performance, to measure the performance standard of employees, also employees should be participate in administrative system, so participation of employees influence of exchanging knowledge. The study recommended that, the strategies of MBO went hand to hand with motivation strategies, such as intrinsic motivation, and extrinsic motivation.

Keywords: Management by Objective; Workplace Performance; Public Sector

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LIST OF ABBREVIATIONS

ASARR	Annual Statement of Accountability for Resources and Resulted
CBA	Commercial Bank of Africa
CRDB	Co-operative Rural Development Bank
MBO	Management by Objective
NGO	Non-Government Organization
NMB	National Microfinance Bank
OPRAS	Open Performance Review Appraisal System

CHAPTER ONE

INTRODUCTION

1.1 Background to the Problems

Management is very worldwide philosophy; different scholars, philosopher, and intellectual people discuss the issue of management. The philosophy of management traced back from origin of creation of human kind, for instance when God created Adam and Eve and placed them in the Garden, also gave them the spirit of regulation and direction. In contemporary world the philosophy of management changed from stage to stage such as from traditional management to modern management. The assumption of traditional management discussed during the time of feudalism period in Europe and African, whereas the modern management came up simultaneously with scientific management philosophers, such as Mayo (2004) who investigated the human problem of industrial civilization.

Management by objective is an accountability mechanism that was popularized by Drucker, also continuous that it is a performance control system where manager and supervisor jointly set objective and evaluate results (Hurd et al 2008). In the world, management by objective is practiced by different company, corporations, academic institutions, public sectors, government sectors, health sectors and others. Example, Japan used this technique of MBO as the source of dramatic rise of Japans Industries, and American state used this technique in academies institutions such as used for design, analysis faculty's evaluation system, (Kiriakopoulos, 2012). Among 82 literatures survey was found that the main area of MBO applications is in the medical sectors such as in hospital management, and pharmacy. In Bulgaria this technique of

management by Objective is used in Health sectors, also in the last half 20th century management by objective practiced in global worldwide in business environment, (Kyriakopulos, 2012).

In case of African, the issue of management by objective still facing the challenges because most of organizations such as government sectors, private sectors and small business enterprises do not observing the principle, procedure, technique, and other process of management and finally leads to failing in accomplishment of the organizations goals and workplace performance. Edoho (2001) state that, Sub Sahara Africa is the underdeveloped sub region in the world, so it is true that Africa as a whole lack of management philosophy, the firmly rooted in its historical circumstance, material culture, and unique of social environment. Africa has inability to defined self-relative ideas and logic of management, and resulted to widespread of misconception and stereotyping assumption about their region and its socio cultural environment.

The issue of Tanzania, this technique was introduces in 2004, and used in evaluating the public servants in workplace performance through OPRAS in education sectors (Matete, 2016). If we look in Zanzibar public sectors and government sectors, the government of Zanzibar have tried to adopt different strategies, policies, programs, regulation, and procedure through president office and public service management, to insure that the management by objective should be obtained and practiced within the public sectors, for instance, the Government of Zanzibar had established the long term national strategic planning through vision 2020 (Development vision, 2020).

Also establishment the annual statement of accountability for resource and resulted (ASARR), even though through the inter-ministerial committee have tried to review all government policies and development strategies, so as to insure that management by objective remained in practice and to impact workplace performance (Public services management policy 2010). Therefore despite the technique practiced in the worldwide view, the MBO technique remain under the challenge of practice and implementation, most of the business sectors, government sectors, used this technique of MBO as a status symbols while they do not devote their time and effort needed to make MBO work.

Despite Zanzibar had adopted and introduce different policies and strategies, the technique of management by objective still facing under the challenges that have being rise up in public sectors and government sectors. Therefore this study is attempt in finding the gap through investigating the impact of management by objective on workplace performance in public sector Zanzibar, specifically in Zanzibar Commission of Tourism.

1.2 Statement of the Research Problem

Currently, African countries faced the problem of management and all over the world; the question became a debate from day to day especially in developing countries. Example most of the managers, leaders, government sectors, public institution have got challenges through the technique of management by objective (MBO), and hence reduces workplace performance in government and public sectors as well. In most cases the government and public sectors are governing without observing the principle and regulation of management by objective.

Virman (2007) investigated that, application of non-managerial skill in managing the industries led internal disorder, confusion, and waste of industrial production. Edoho (2001) investigated that most of developing countries are lacking of competent managers, lack of technical entrepreneurs and captain industries. Waigchu et al (1999) investigated that the management of African suffers from a state of stagnation, for instance the Africa public sectors is dominated by a bureaucracy that is either obsolete or totally incompetent, the management of public enterprises is characterized by endemic mismanagement such as thievery and corruption.

Therefore the techniques of management by objective remain the challenges to practice, and lead to reduce the competitive advantage to the public sectors and government sectors. The government of Zanzibar had tried to adopt different strategies, policies; program, regulation and procedure through president office and public service management, to ensure that management by objective should be obtained and practiced within the government institutions and public sectors. Example, government had established long term national strategic planning through vision 2020, had established individual annual performance target, established annual planning and budgeting also established the annual statement of accountability for resource and resulted (ASARR).

Therefore in spite of public services and management in Zanzibar to adopt and introduce different policies and strategies, the technique of management by objective still facing the challenges, therefore this study is attempt to find out the gap through investigating the impact of management by objective on workplace performance in Zanzibar Commission of Tourism.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study is to investigate the impact of management by Objective on workplace performance at Zanzibar Commission of Tourism.

1.3.2 Specific Objectives

- (i) To investigate the challenges of management by objective through the overall organization goals on workplace performance in Zanzibar Commission of Tourism.
- (ii) To examine the managerial participation of subordinators and top leadership on setting the department goals at workplace performance.
- (iii) To assessing the results of management by objective at workplace performance in Zanzibar Commission of Tourism.
- (iv) To investigate the performance standards of employee through their skills used, time of job accomplishment and quality of providing services.

1.4 Research Question

Research question of this study dividing into two categories, general and specific question as a describing bellow.

1.4.1 General Research Question

How does Management by Objective will impact the workplace performance in Zanzibar public sector specifically Zanzibar Commission of Tourism.

1.4.2 Specific Research Questions

- (i) What are the challenges of Management by Objective through the overall organization goals on workplace performance in Zanzibar Commission of Tourism
- (ii) What are the extents of subordinators and top leadership have jointly collaboration in managerial participation on setting the department goals in Zanzibar Commission of Tourism.
- (iii) What are the results of Management by Objective at workplace performance in Zanzibar Commission of Tourism
- (iv) How does the performance standard affect the workplace performance of subordinators and top leadership through their skilled used, time of job accomplishment, and quality of providing services

1.5 Significance of the Study

This study focused much on how the technique of management by objective used and practiced to reaching the organization goals, and how management by objective can impact workplace performance in public sectors or government institution, but also this study showed the challenges of management by objective that facing in public sectors and government institution, in addition this study showed how the subordinators and all organization members had cooperated in managerial participation on setting the organization goals or department goals.

Also mentioned the conceptual framework and how the performance standards of employee practiced within the organization, and also show the results of management by objective specifically in Zanzibar Commission of Tourism, and finally to advising

the public sectors, government sectors, and academic institution, to uses this technique of management by objective as a strategic tools to impact workplace performance or organization performance.

1.6 Scope of the Study

This study investigated the impact of management by objective on workplace performance by focus much on Zanzibar Commission of Tourism, because this sectors is most important organization for economic growth in Zanzibar, also is a sources of reducing the gap of unemployment rate for younger generations, and has a large impact for poverty reduction Zanzibar, through the Zanzibar development vision 2020, the statistics show that the achievement of building the strong competitive economies had risen up to 5.0 in 2009 and 2010, also in 2018 Zanzibar expecting to receive the tourism for maximum 264,262, there for this sectors revealing that is a genesis or one among the sources of economic growth in Zanzibar.

The scopes of this study were in the commission of Tourism Zanzibar, which involved head of department, head of division and employees.

1.7 Organizations of the Study

The study organized into five chapters. In chapter one show the introduction of the study, background of the research problems, objective of this study, significance of the study, and finally shown the study questions, chapter two cover the introduction, conceptual definition, theoretical literary review, empirical literary review, also analyzing the world wide empirical literary review, empirical literary review in

Africa, as well as empirical literary review in Tanzania, and finally shown research gap, conceptual framework, and theoretical framework.

Chapter three discussed the study methodology, and showed the research design, area of study, population of the study, sampling design, sample size, methods of data collection, and discussing reliability and validity of data. Chapter four showed research finding and discussion, and finally chapter five showed the research conclusions, recommendations, and area for further study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter deals with existing literature review which is related to this study, such as the conceptual definitions, theoretical review, empirical literature review worldwide, in African and Tanzania, specifically showed the research gap, conceptual framework, and theoretical framework.

2.2 Conceptual Definitions

2.2.1 Management by Objective

Drucker (2005) defined is the collective setting of organization goals, target, and measurements direction, emphasis on performance, and concerning for social effects, to analysis the nature of decision making, to understanding the need of policies, constrains and to compromises implementation and feedback.

Management by objective is the system of management where by the superior and subordinator jointly, identifying objective, to define major area of responsibility in term of resulting expecting, and uses these objective and expecting results, as guide for operating the units and assessing the contribution of such its members (Odiorne, 1965).

Management by objective is a coordinated planning and measuring system participated by all employees in a firm, to avoid any pit falls and disillusionment with the implementation of the management by objective all participating employees must share a common and realistic understanding of the planning process, (Pang, 2004).

2.2.2 Investigation

Investigation is the act of investigating something or someone, in order to discover the fact or reality of particular issue, investigation done through to examined, to ask inquire, and other systematic process.

(Pickett 2008) state that an investigation is not just an attempt to ask a few questions and then come up with a couple of useful suggestions, defined an investigation as examination of defined issues by assessing the available evidence and drawing conclusions to fulfill the terms of reference in professional manner.

2.2.3 Public Sector

Dube and Danescu (2011) state that public sector consist of government and all public control or public funded agencies, enterprises and other entities that deliver public programs such as good or services, the concepts of public sector is broader than simply that of core government and may overlap with not for the profit, the public sector organization may be categorizing into four level such as international or multistate entities or partnership, national an independent state, state within a national state, and local a municipal level body such as city or country, any level of public sector generally consist of at least three types of organization, example first is core government, consist of a governing body with define territorial authority, example department, ministries, or branch of the government that are integrated party of the structure, second is the agency consisting of public sector organization that is clear a party of the government and deliver public programs, third is public enterprises are the agency that deliver public programs, such as good or services.

2.2.4 Workplace Performance

Dandis (2007) defined workplace performance as associated with measurements of organizations performance, workplace performance are measuring of organizations performances for considerations of the labor productivities, quality of product or services, and financial performance. It means the workplace performance is a part of organization performance; the assessment of workplace performance is analyzing and interpreting after the organization members performed well within the organization.

2.3 Theoretical Literature Review

There are different theoretical literature review related to the management by objective, a researcher reviews the different theory such as, Path goals theory, Goals setting theory, leaders members exchange, self-efficacy theory, trans theoretical theory, classical organization theory, these theory influence a researcher to understanding well the area of this study, and satisfied to building the concept of management by objective.

2.3.1 Goal Setting Theory

Goals setting theory is theory investigated by Edwin Locke in 1960's. The goals setting theory support the technique of management by objective, because Locke investigated on how to set the various target in industrial workers. This theory emphasized that the effectively goals setting need to be accepted by the performer, it means that you should have ownership of the goals, whether self-set assigned. This theory also stress that the effectiveness of goals setting should needed the performance feedback.

The goals setting theory identifying the three types of goals, which are the process goals, this is related to how something will be carried out, for instance a golfer might have the process goals of keeping her head still throughout the swing, the second is outcome goals, which focus on outcome of action, example a player expecting to win the game, and last is performance goals, the performance goals which is specifying the level achievement against the measurable standard, example the company “A” want to produces 200 hundreds kilogram of rice per hours, the implementation of goals setting should have to be observed the principle such as clarity, challenges, commitment, feedback, and task complexity, (Shaw and Gorely, 2005).

2.3.2 Goals Path Theory

Path goals theory of leadership was developed by Robert House in 1971. This theory argue that the subordinates are motivated by their leader to the extent that behaviors of that leaders influence their expectancy, This theory developed by House, originated from expectancy theory of motivations, for the large extent this theory support the technique of management by objective, because this theory suggested that the leadership may behave in different ways for different situation. This theory identifying four kinds of leader behaviors such as directive, supportive, participative, and achievement oriented.

The directive leader behavior suggested that the subordinates they should know what they expected to them for the questions of guidance, direction, and schedules of works, it give direction to the subordinates on the implementation of organization task.

Second is supporting leader behavior that directing the subordinates to be friendly and appropriate to treating the organization members for equals without prejudicing or discrimination.

Third is participative, the participative leader behavior focus on suggested that the leader should consults with subordinates about the different issue and to exchange the idea before making the decision, before making the decision the leadership must doing consultation with their subordinates specifically in organization decision or department decision.

Lastly, achievement oriented leadership behavior, the achievement oriented focus on setting goals and expectation to the subordinates, proposing that the subordinates have to performed at the highest level and to show the Strong's confidence for the subordinates so as to accomplishment the goals.

The path goals theory also proposed the two types of situational factors that influences the leader behavior related to the subordinates satisfaction, such as locus of control and perceive ability, the focus of control focus much on outcome of leadership behavior on the question of more satisfaction to the subordinates thorough participative, and perceived ability focus much on how the subordinates they know what they expecting do about their job, (Moorhead et al 2010).

2.3.3 Leader Member Exchange Theory LMX

Leader member exchange theory was developed by Graen in 1970's. This is another theory supporting the technique of management by objective, because this theory suggesting that leader can developing and exchange their idea with each subordinator,

the relationship is mobilizing between the leadership and subordinator because this theory give chance for the subordinator to jointly in decision making and responsibility, subordinator give the chance to access the resources and performance of the organization, the relationship between leadership and subordinator are extending beyond of the employment because it is based on trust and respect of each one, also this theory assume that leader and followers are involve in exchange relationship, the follower follow the leader because they receive something from the leader, and leader expecting to get something from followers, the leader member exchange theory it is promoting the positive employment and experience and finally achieve the organization effectiveness or organization goals, this theory origin from vertical dyad linkage theory and changed stage by stage, the first stage is Vertical dyadic linkage, the second stage is concentrated on the effect of linkage to regarding the different exchange of quality, third stage focus on development of dyadic leaders members exchange relationship, and the last stage focus much on group or network group, but today known as leader member exchange theory.

The leader member exchange theory which forms two types of leader member relationship group between follower and leader such as formal relationship group, which form through employment contract, and formal role definitions group based on task, role, responsibility, mutual respect, trust and others, (Winkler 2010).

2.3.4 Classical Organization Theory

The classical organization theory for large extent discusses the question of management by objective and supporting this technique, because different theorists have trying to analyzing on how organization can achieve their goals.

Shafritz and Tang (2016) investigated different classical organization theory and explain their argumentation and approach such as Weber, Taylor, Fayol, and Barnard. Weber is the Germany sociologist discuss the question of bureaucracy through their principle of bureaucracy, define that must have separate area of competence that lay down in law and regulation, also continuous to say that all decision are making on writing document, and according to writing rule, the overview of Weber is to show how the organization can achieve their goals through to observing rule and regulation of the organization, and also the organization decision must being writing in particular document, so as to analyzing the clear implementation of the decisions, but also Taylor discuss the question of cooperation of the organization and not individual, also discuss the question of division of work and responsibility of the management, due to Taylor the organization can achieved their goals through the cooperation of the workers and division of organizations work and responsibility.

Fayol discuss the question of administration and function of management, Fayol suggesting that the functions of management are to forecasting, planning, directing, organizing, coordinating and controlling, therefore the organization goals can achieved through these function of management.

Barnard discuss the function executive, the function of the executive should being define the channel of communication, the channel of communication should not being interrupting with organization functions, Barnard suggesting that the organizations goals can being achieving through to analyzing and identifying the channel of communication within the organization. Barnard discuss the theory of management of innovations, define organization is simultaneous working at least three, first is formal

authority such as aim, technology, and relation with environment, second is cooperation system of people of different aspiration, finally is political system composing competitions and cooperation's for power, therefore the technique of management by objective its supporting by these theorist have shown above, and also the organization goals can being achieving through to follow, and observing their assumptions, principle, idea, view, and approaching of the classical organization theorist, (Shafritz and Tang 2016).

2.3.5 Trans Theoretical Theory

Trans theoretical theory also supports the technique of management by objective. Prochaska et al (2013) shown the framework and stage on how the human behavior can change through different stage of coaching process, Prochaska (2013) show us the five stage of change in human behavior, example the first stage is pre contemplation, this stage show us on how the individual is not happy but not ready to accepting the change is need, the second stage is contemplation which show on how the individual become awareness about some of the reason underlying their happens, and start the possibility of accepting the change, and the third stage is preparation, show on how the individual experimenting with new possible idea and starting to implementing, the fourth stage is action the stage show us how individual can translate the idea into plan, and planning into action, the five stage show us the period of consolidation and the period of stabilization, therefore the Prochaska (2013) analysis and show us on how the individual can adapting the different process of trans theoretical model theory, and finally the individually totally change their behavior and adapting the new behavior, it means the performance behavior, (Prochaska et al 2013).

2.3.6 Self Efficacy Theory

Self-efficacy theory was proposed by Bandura in 1977. This theory also support the technique of management by objective, because the self-efficacy theory focus on personals action, control or agency, however the self-efficacy theory reflects the believe of human being on how to control the environmental challenges, and demanded to adapted the new correct action, the self-efficacy theory that emphasized much on building self-confidence for the human being, a human being if has a self-confidence can be avoiding or minimizing the life stressor, the self-efficacy theory it mentioned on how people feel, think, act and other, a low sense of self efficacy it is related to depression, anxiety, and helplessness, the people who have high self-efficacy level they have ability to performed mare challenges tasks, the self-efficacy it is believe that so as to regulated the human function or organization functions must have passing the four major process, such as should pass the cognitive process, motivational process, affective process and selection process, (Schwarzer 2014).

2.4 Empirical Literature Review

This section concerning with empirical literature review that have been discussed by many researchers about the problems and impact of management by objective on the workplace performance. The discussion done not only in Tanzania and Africa, but also World wide as mentioned below.

2.4.1 Empirical Literature Review Worldwide

Hoss et al (2019) investigated the impact of management by objective on organization outcome in digital world, the research conducted in Aviation Industry, also a researcher used interview to collected data from 106 interview respondents, a

researcher test the different variable so as to finding solution of the problem, such as test how organization have management support, tested how the industry have motivation policy, tested monitoring and evaluation, tested how organization have given training for employees, tested how organization have mobilizing resource, also measuring the reward strategies for employees, the results found that management by objective that delivered better results in terms of organization productivities and organization efficiency and employees for all.

Inderlied (2014) investigated management by objective and contracting for leadership style in laboratory at University of Massachusetts. The main goal of researcher is to facilitating a jointly contracting for objective and leadership style between the laboratories directors and graduate students by used the life cycle theory of leadership style. A researcher used questionnaire and interview for data collection, but also a researcher used different variable so as to find solutions of the problems, such as setting and defined each activities for the objective, students agreed to used the leadership style to accomplished their activities, goals evaluated after accomplishment, assessment the role of management by objective process for contracting the leadership style, finally the results found that there is missing links in the process of management by objective in contracting appropriate leadership style to be used by a superiors so as to accomplishment their goals, despite of missing link , a researcher proposed the suitable measure to achieve the goals, such as providing direction, task behavior, social emotional support, and relationship behavior.

Islam et al (2018) investigated management by objective as performance appraisal tool for employee satisfaction in Kosovo, the main goals of this research is to applied

management by objective as a method of performance appraisal so as to enhance employee effectiveness, the researchers used questionnaires and survey to collected data from 200 hundreds respondents, the questionnaires used from 13 firms, only 172 well filled the scale of response of 86%.

This study was focus much on product sectors in Kosovo, because this sectors it is more convenient to measure the results for employee who have reached the results of applied management by objective, also a researchers used different variable to find solution of the problems such as, to communicate with employees on setting objective, to setting control points, to arranged employee in setting objective, to defining the results and to setting the organization objective, the results showed that the independent variable of management by objective are positively related to employee effectiveness.

Thomson et al (1981) investigated the effects of management by objective on performance and satisfactions in publics sectors organization in University of Notre Dame, the main goals of research is to measure the quality, quantity, and satisfaction of employee performance through management by objective. The methods used to collected data such as questionnaire, survey, and interview, from human services agency, a researcher used three variables so as test hypothesis, such as quantity, quality, and satisfaction, a quantity variable tested through general linear model, quality variable tested by simple trends analysis, and satisfaction presented in statistical figure. The research finding showed that management by objective improved performance in publics sectors for both variable that were used, while quantity variable show it is more strongest because it is revealing that to predicted the

overall measure of organization performance through MBO, but quality variable improved the implementation of management by objective, last variable show that satisfaction received after supervision.

Al Shaqsi (2013) examined a strategic approach to the implementation of the management by objective in the Government Sector of Sultanate of Oman, the main objective of the study is to propose a strategic approach for management by objective, The data collected from General Secretarial Cabinets of Oman, he used questionnaire and interview from 110 respondents, a researcher used different variable so as test the strategic approach of management by objective, such as to setting the organization objective, to setting action plan, to formulated organization structure, periodic review, and performance evaluation, the results of the research finding revealed that both variable have high level of agreement on implementation the strategic approach of management by objective, and impact workplace performance, despite of the research finding show that have successful but also this study revealed that the overall organization goals and performance evaluation are more the strongest variable on implementation the strategies of management by objective.

2.4.2 Empirical Literature Review in Africa

In African countries the technique of management by objective, is still facing under the challenges of implementation and practice, despite have tried to established the different strategy, policy and regulation, example, some African counties have trying to uses this technique of management is a leading instrument for organization performance, such as Nigeria, Uganda, Tanzania, and other African developing countries.

Ifedelichukwu (2012) investigated management by objective as an instrument for organization performance, this study conducted in Nigeria First Bank Enugu branch, the researcher used only questionnaire for collecting data from 102 respondents, also the questionnaire used which determine the sex, age, and education level of respondent, a researcher used various variables to find solution of the problems such as, to setting organization objective, to setting the manager objective, and to review organization objective.

Finally this study revealed that management by objective have positive implications in modern day management, especial in Nigeria First bank, also this study revealing that to setting organization goals it is strongest variable because providing a yard stick for appraisal, despite of revealing that MBO have successful also this study show that have some limitations in implementation of management by objective in Nigeria First Bank such as non participation of employees, Inappropriate remuneration that causes to delay of implementation of management by objective and other limitation.

Wenceslaus (2014) investigated management by objective is imperatives for transforming higher education for a globalized world, the main goals of this study is to used management by objective as imperative for transforming higher education in the global world. A researcher used only questionnaire to collected data from 510 respondents in South Eastern Party of Nigeria, the data were collected from different party South Eastern Nigeria, such as Abia, Anambra, Ebonyi, Enugu, Imo State, and twenty eight higher education institutions, the data collected from different respondents such as 15 were registrars, 45 director programmers, 75 deans of faculties, and 375 were heads of department, a researcher used different variable so as

to find solution of the problems such as, to setting agreement for integrated institutional management, to dividing the area for integrated of management by objective, to setting integrated university mission, also to setting the applicability of management by objective through integrated university, the results found that management by objective is one of management strategy that transformed higher education in the line of global trends, also this study show that to setting integrated vision for university is more strongest variable to compare the other.

Hannah (2014) investigated an evaluation the impact of management by objective methods on employees performance, the research conducted in Ado Ekiti Ekiti Bank Nigeria, a researcher used questionnaire to collected data from 80 respondents, also a researcher used different variable so as to find solution of the problems, such as used the participation of employees in administrative decision, division of authority for employees and division of responsibility for employees, the results found that positive implication and relevance of management by objective methods on employees performance, also the finding showed that have significant relationship between MBO methods and employees performance.

Chipunza (2004) investigated the exploratory study of perfection of goal setting support, among students at a tertiary institution, this investigation done in University of Fort Hare Pretoria, a researcher used questionnaire to collect data from 74 industrial psychology students and account program student, a researcher used different variable so as to find solution of the problem, such as used goal setting, performance appraisal, supervisor support, and to give the knowledge of goal setting for students, the results found that both variable revealing that implementation of

management by objective, also goal setting perception is the strongest to support both students of industrial psychology and account program.

Aloni (2016) investigated the effect of management by objective on teacher's performance, this study conducted in Mbale Secondary School, a researcher used questionnaire and interview to collected data from 109 respondents, a researcher used three variable so as to find solution of the problem, such as used goal setting, periodic review, and given performance feedback, the result found that both variable had a minimum effect on teachers performance in Mbale Secondary School, also the goal setting is the strongest variable because showed that the implication of teachers performance.

2.4.3 Empirical Literature Review in Tanzania

In Tanzania the technique of management by objective, applying in different public sectors, government sectors, through corporate strategy, academic research, and organization planning, despite of this technique uses in public sectors and government sectors, the empirical analysis showed that this technique still facing under the challenges and delaying of implementation.

Matete (2016) investigated the implementation management by objective thorough open performance review appraisal system for teachers in Tanzania, this investigation introduced in 2004 for the evaluation of public servants work performance, a researcher used questionnaire, interview, and focus group discussion for data collection from 108 respondents at Kinondoni, Dar es Salaam, and Mbeya city, were 90 respondents from classroom teachers, 10 respondents from the head teachers, 6

respondents from schools committee, and 2 respondents from education districts officers, also a researcher used different variable so as to find solution of the problems, such as to setting one year objective for public's servants, to setting agreement objective between supervisor and public's servants, to setting specific objective for each public's institution, and participated the public's servants on setting objective, the results found that the management by objective through OPRAS in Tanzania its does not performed well in education sectors, due to poor services delivery for the students, lack of accountability among service provider, it means that through the question of providing education the teachers condemned that the pupils were very higher congested in classroom without desk, also the evaluation contract for workplace performance through OPRAS show that, a half of 47% for both Dar es salaam and Mbeya teacher do not signed the OPRAS contract.

Gefi (2014) investigated management by objective on evaluation of the effectiveness of performance appraisal tools in Tanzania banking sectors, a researcher used questionnaire and interview to collect data from 102 respondents, the data were collected from bank sectors such as CRDB, NMB, Exim Bank, and CBA, a researcher used different variable so as to find solution of the problems such as uses participation, mutual of trust, motivations, satisfaction, open communication and others, the results of the study revealing that management by objective is the driving instruments of four banks sectors in Tanzania so as to bring the require outcome.

Mpululu (2014) investigated the effectiveness of open performance review and appraisal system, research conducted at Mvomero District Primary School, the questionnaire used to collect data from 140 respondents, 20 supervisors and 120

supervisees, a researcher used different variable so as to find the solution of the problems, the variable such as, to examined the effect of the level of understanding of appraisal on implementation of OPRAS, to assessed the teachers perception on implementation the OPRAS, to assessed the usefulness of OPRAS in decision making, to find out the challenges affected the implementation of OPRAS in public primary schools, the resulted of the study found that low level of understanding of appraisal system by supervisors and supervisees, failure to used evaluation feedback by supervisors in decision making, in effective implementation of OPRAS, therefore the study recommended supervisors should be needed training about appraisal system, also the teachers perception should be increased through training, and evaluation feedback should be used in managerial policies.

Dickson (2013) investigated the open performance review and appraisal system, the research conducted in Monduli and Meru District Hospital, a researchers used questionnaire to collected data from 88 employees from Monduli and Meru District Hospital, a researcher used different variable so as to find solution of the problems, such as to determine how health workers relates with open performance review and appraisal system, to assessed the possible challenges facing OPRAS, to identified the factors that would enhance smooth operation of OPRAS, the resulted of the study found that lack of effective mechanism for monitoring the implementation of OPRAS, difficulties of understanding the concept of OPRAS specifically on goals setting, also lack of proper training for staff on filling the OPRAS forms.

Isaya (2015) investigated the effectiveness of performance review and appraisal system in identifying the training needs, this study conducted at president office and

public services management, a researcher used questionnaire and interview to collect data from 114 respondents, also a researcher used different variable to find solution of the problems, such as to investigate utilization of OPRAS data in training need, involvement of employees in OPRAS process, and to find out the role of performance measurement in training need assessment, the result found that OPRAS generated useful of data for training need assessment, despite of OPRAS showed successful to generated useful of data for training need assessment, also the finding showed that there are numbers of problems which could hinders the effective identification of training need, such as inadequate uses of OPRAS, ineffective involvement of employees in OPRAS practice, therefore the study recommended that management in public services should using OPRAS data, and information in identifying training need.

2.5 Research Gap

There are different empirical studies done by researchers in the world, such as (Inderlied 2014) investigated management by objective and contracting for leadership style in laboratory at University of Massachusetts. However on the other side, in Africa Ifedelichukwu (2012) investigated management by objective as an instrument for organization performance in Nigeria First Bank. Also in Tanzania, Matete (2016) investigated the implementation of management by objective through open performance review appraisal system for teachers.

Therefore, due to the empirical study done by different researchers worldwide, the strategies of MBO revealed that faced with challenges, for instance low level of understanding the concept of MBO between supervisors and supervisees, lack of

clarity of goals setting within the different department, non participation of employees in appraisal process, also inappropriate remuneration cause to delay the implementation of MBO strategies. Therefore this situation inspire the researcher to find a solution by investigating the impact of management by objective in workplace performance, so as to fill the gap and showing the proper direction on how the government sectors can plan their goals through MBO procedures.

2.6 Conceptual Framework

Ravitch and Riggan (2012) Conceptual framework as a mechanism process and product for resolving much of this confusion and lack of coherence, also state that the conceptual framework as an argument about why the topic one wishes to study matters and why the means proposed to study in appropriate and rigorous.

This study developed the conceptual framework that comprises the dependent variable, and independent variable. Where independent variables are managerial participation, challenges of management by objective, evaluation of the results of management by objective, and performance standards, and dependent variable is workplace performance.

2.7 Theoretical Framework

Figure 2.1 showed how the independent variable and dependent variable formulating the technique and framework of management by objective, and finally that impact the effectiveness of work place performance in public sector, this framework stand as the engine or trigger point of this study, which comprised the following variables.

Independent variable

Management by objectives

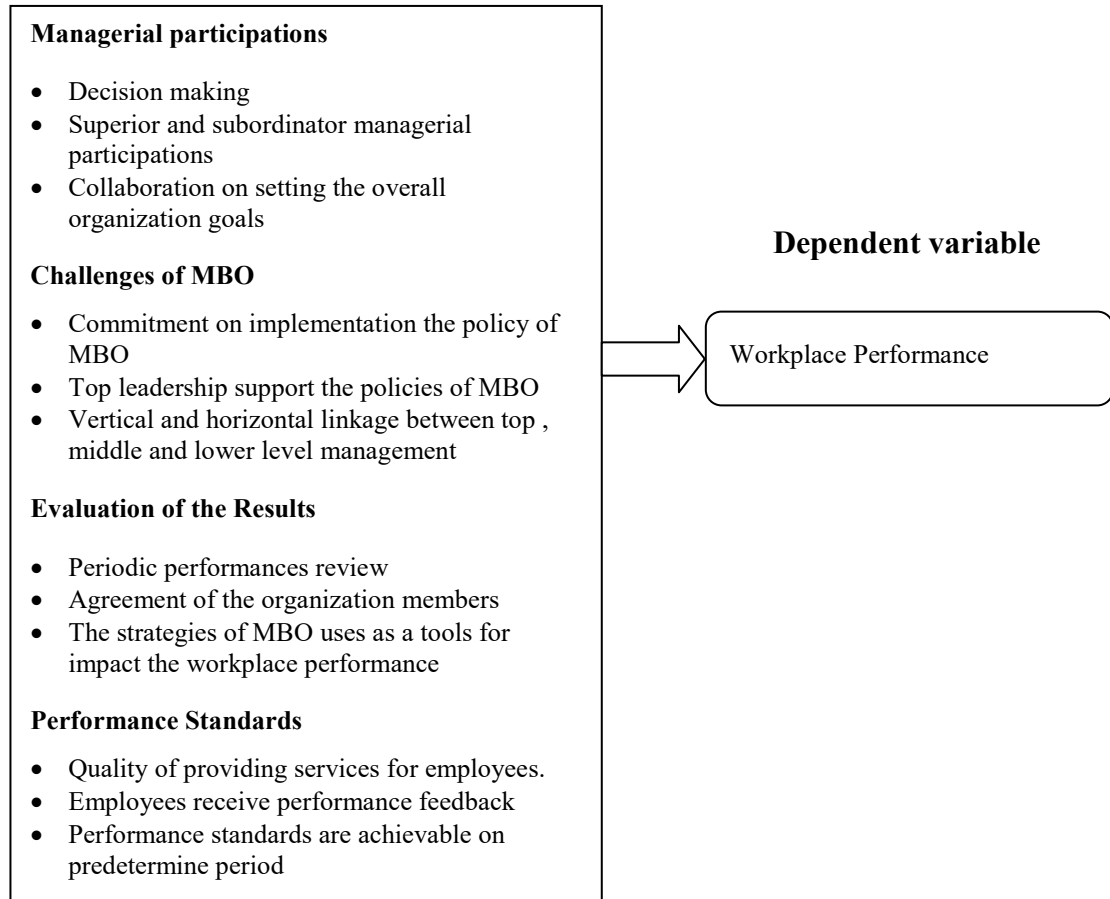


Figure 2.1: Conceptual Framework

Source: Researcher

2.7.1 Independent Variable

Challenges of management by objectives, the challenges of management by objective influence to impact workplace performance within the organization, because we are looking how organization can solved their internal and external challenges such as commitments of organization members, vertical and horizontal linkage between top, middle and lower level management, willingness of employees to implement their responsibility, changing of organizations members, changing of organization members we are looking how organization members have ready to

adapted new strategic policies, regulations, procedure and strategic planned for all, those challenges enhance smooth operation of MBO strategies and impact workplace performance if organization ready to implement or solved those challenges. (Kreitner 2008) state that management by objective will probably work when organization condition are favorable and will probably fail when those condition are unfavorable, the favorable climate condition for management by objective includes top management commitment, openness to change, willingness of employees and able to shoulder greater responsibility, these challenges are source of effectiveness of MBO if effectively applying.

Managerial participations, managerial participations influence to impact workplace performance within the organization, because managerial participation give a room for organization members to participate in different parts within the organization for instance participate in strategic decision, organization decision, department decisions, section decisions, and others, managerial participation expanding idea and knowledge within the organization because each employees have a chance of shearing their knowledge, idea and experience which determine the strategic goal of such organization or department, however managerial participation inspire unity and cooperation within the organization, therefore managerial participation is a driving force to impact workplace performance and smooth operation of MBO policies.

Evaluation of the results, evaluation of the results it focus much on looking the overall organization performance within the organization after appraised of employees and organization members for all, normally reviewing for two period within the years, for stance mid years review, and annual performance review, the periodic

performance review is going simultaneous with corrective action if needed, the performance review looking the goals of organization how they achieved and how they failed, the evaluation of results going simultaneous of given feedback of the overall annual performance assessment of the organization, the evaluation of the results providing the appropriate strategic measure for the next plan of the company or organization. (Mboma 1997) define management by objective enable the establishment of a clarified organization based on the expected results. It further explores the inefficiency of different parts of the organization calling for correction so that objective can be achieved.

Performance standards, the performance standards is the appraisal process it is focus on to appraise the organization members within the organization, the organizations members should have appraising on how they performed their duty, for instance skilled uses of employees, quality of job performance, quantity of job performance for employees, the performance standard which depend the organization objectives, the performance standard enhance workplace performance if effectively applied.

2.7.2 Dependent Variable

Workplace performance

Management is very worldwide philosophy in contemporary world, due to different philosophers, theorist, academism, intellectuals people, have been tried to given their arguments or assumptions about the question of management philosophy, and assessment the effectiveness of this philosophy on workplace performance. (Dandis 2007) state that workplace performance is associated with measurements of

organizations performance, the workplace performance are measuring of organizations performances for considerations of the labor productivities, quality of product or services, and financial performance, therefore the philosophy of management by objective impact the workplace performance in the organization, if the organization members such as subordinator, supervisors, and senior employee can be effectively applying of this technique.

However the philosophy management by objective is going simultaneous with observing and implementation of organizations rule, strategies, policies, regulations, principle and commitment within the organizations members.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter showed the research methodology, such as method of data collection, area of study, sample size, populations involve from data collection, kind of data requirement to be collected, methods of data analysis and presentation, also showed validity and reliability.

3.2 Research Design

Kothari (2004) investigated that research design is the arrangement of conditions for collection and analysis of data in a manner that aim to combine relevance to research purpose with economy in procedure, also state that research design is the conceptual structure within which research is conducted, it constitutes the blue print for the collection, measurement and analysis of data. The study used the descriptive methods for the data presentation, also the study used questionnaire and interview for data collection, because questionnaire and interview give a wildly chance of explanation and open mind for the respondents, also questionnaire and interview increased thinking capacity to respondents, due to respondents are free to answer the research question without disturbances.

3.3 Area of the Study

This study was conducted at the Zanzibar Commission of Tourism recently located at Amani area. Amani area is located in Urban West Region; it is approximately two miles from town. This area was selected because simplified of getting information,

good cooperation and integrity of organization members, also is the source of creativity employment opportunity for the younger generation.

3.4 Population of the Study

The populations of the study comprised of permanent employees, who have employment contract in Zanzibar Commission of Tourism, the total numbers of employees in Unguja were 73, Pemba were 29, and therefore the total were of 102.

3.5 Sampling Design and Sample Size

3.5.1 Sampling Design

Innocentus (2001) defined sample as the act of drawing a smaller group from a population, to choosing the units of your study from a larger population, the adequately sample size must have a large enough to providing fairly accurate estimation of parameter of interest, there are two types of sampling design which are probability sample and non-probability sample. (Innocentus 2001), defined a probability sample every element or unit of a population has an equal chance of being selected in sample, and non-probability sample involves whereby the probability of an element or units selected in sample they does not knowing. (Innocentus 2001) defined that the sample strategies such as simple random sampling, stratified random sampling, systematic sampling, and cluster sampling, therefore there are four types of probability sample.

This study used probability sampling design and purposive sampling design or judgmental sampling design, because of the ability of using statistical inference for stating confidence limits, equality of being chosen as sample, capacity of randomizing

error as bias is eliminated, simple to focus on target group and relevant and accurate data were obtained from the respondents.

3.5.2 Sample Size

Dattalo (2008) define sample size as a subset of the population elements that results from a sampling strategy, the selection of sample size were representative of the population, the sample size selected is made on a rational basis rather than using rule of thumb, a researcher must specify the size of the effect that is substantively interesting.

Innocentus (2001) an adequate sample size must be large enough to provide fairly accurate estimates of the parameter of interest, also continuous to state that in descriptive research a sample of 10 to 20 percent of the population is often used, in generally there were three factors to determine an adequate the sample size, such as the nature of population, type of investigation, and lastly the degree of precision desired. (Kothari 2004) investigated that the sample size should neither be excessively large nor too small, it should be optimum, an optimum is concerning on how the sample which fulfills the requirement of the study and efficiency, representativeness, reliability and flexibility.

Sekeran (2003) state that if there were 145 of patients in Hospital and 40 of them were to be surveyed by the satisfaction with the treatment received, so these 40 members of patients can be used as a sample size, Therefore this study used 49 sample size of employees because the totals numbers of employees in Zanzibar commission of

tourism were 102, and 49 sample size were presenting the half amount employees in Zanzibar commission of tourism to fulfill the requirement of this study.

Table 3.1: Sample Size of the Study

S/N	Respondents	Sample Size	Percentage of the total	Sampling Design	Data collection tools
1	Heads of Departments	3	6.1	Purposive Sampling	Interview
2	Heads of Division	5	10.2	Purposive Sampling	Interview
3	Officers	34	69.4	Simple random sampling	Questionnaire
4	Others employees or lower level management	7	14.3	Simple random sampling	Questionnaire
	Total	49	100		

Source: Researcher

3.6 Data Collections Methods

Data collection methods is the systematical collection of information about our object of the study, such as people, object and phenomena, to study about setting in which they occur, collection of data should be systematical and careful, also continuous if the data collected haphazardly, it will be difficult to answer research questions, (Innocentus 2001).

3.6.1 Primary Data

Sekaran (2003) defined the primary data refer to information obtained firsthand by the researcher on the variable of interest. For the purpose of this study a researcher used primary data for collecting information such as interview and questionnaire.

3.6.2 Secondary Data

Sakaran (2003) secondary data refer to information gathered from source that already existing, such as company records, archives, government publications, books, census

data, database, statistical abstracts, case study, web site, industrials report, this study used, books, statistical abstracts, government publications, archives, website, case study, so as to collect information.

3.7 Data Collections Tools

3.7.1 Interview

Interview is a method of collecting data that involve presentation of oral, verbal stimuli and reply in term of oral verbal responses (Kothari 2004). This study used structure interview for data collection from respondents, the study used interview questions for 3 heads of department and 5 heads of division. Therefore the total numbers for interviewed were 8 from heads of department and heads of division as mentioned in table 3.1.

3.7.2 Questionnaire

The research questionnaire consists of a numbers of questions printed or typed in a definite order on form or set of forms, the questionnaire is mailed to respondents who are expected to read and understand the questions and write down their reply in the space meant for the purpose in the questionnaire itself (Kothari 2004). This study used both closed ended and open-ended questionnaire. The questionnaires distributed to 41 respondents, the total questionnaires returned were 33.

3.8 Reliability and Validity of the Data

Both validity and reliability used in measuring instruments that predicting the effectiveness of data collections through the variable which relating to research topics.

3.8.1 Reliability of Data

Kothari (2004) defined as reliability is the test of sound measurement, a measuring instrument is reliable if it provide consistence results, the reliable measuring instrument does contribute to validity, but a reliable instrument need not be valid instrument, the reliability can be improved through two ways, first is to standardizing the condition under which the measure take place, such as to ensure that the external sources of variation example boredom, fatigue and others which are minimized for the extent as possible so as to improve the stability aspect, and the second is carefully designing direction for measurement with no variation from group to group, by using training and motivating persons to conduct research, also broadening the sample of item uses so as to improve equivalence aspect.

3.8.2 Validity of Data

Validity is the extent to which a test measure for what actually wishes to measure (Kothari 2004). Validity is the extent to which difference findings with measuring instruments that reflects true difference among those being tested. There are three types of validity, which are content validity, criterion related validity and construct validity. Validity is the extent to which empirical measure adequately reflects the real meaning of the concept under consideration.

In the criterion indicate the degree to which an instrument measure for what it is supposed to measure, show the extent of which difference found of measuring instrument to reflect true differences among those tested (Innocentus2001). Validity is concerning with whether the finding are really about what they appear to be about, is a relationship between two variables a casual relationship (Sunder et al 2007).

Sekaran (2003) Internal Validity is the confidence we place in the causes and effect relationship, on the other words internal validity is addressing the question, for to what extent is the research design permit us to say is the independence variable, causes a change for independence variable.

External Validity is the extent of generalizabilty of results of causal study for other setting such as people, or events the threats of external validity can be combated by creating experimental condition that are as close as possible to the situation to which the results of experiment are to be generalized, (Sekaran 2003).

3.9 Data Analysis

Data analysis refers to the computation of certain measure along with searching for pattern of relationship that exists among data groups. (Kothari 2004) defined data analysis as the process of analysis relationship, or difference supporting or conflicting with original or new hypothesis should be subjected to statistical test of significance to determine the validity of data, and to indicate any conclusions.

However this study used descriptive statistics for data presentation and analysis. (Sekaran 2003) defined as descriptive statistics is involve transformation of raw data into a form, that providing information so as to describe a set of factors in situation, that is done through ordering and manipulation of raw data collected, the descriptive statistics are providing by frequencies, measure of central tendency, and dispersion. (Enon 1995) defined as the descriptive technique is the one in which generalization is limited to particular group that the conclusions are not extended beyond the group have studied. The descriptive statistics help us on presentation and interpretation.

CHAPTER FOUR

RESEARCH ANALYSIS, FINDING AND DISCUSSION

4.1 Introduction

This chapter focused on presentation of the research findings, analysis and discussion. This study presented data into three categories, the first categories presents the demographic information of respondents, the second categories presented the findings of the research objective, and last presented the summary of the research finding, the main aim of this study is to investigate the impact of management by objective on workplace performance in the Zanzibar public sector.

4.2 Demographic Information

The table 4.1 and 4.2 presents the demographic information of the respondents, the respondents were supposed to present their age, gender, level of education, marital status, working experience, and current job position. The table 4.1 revealed that the total numbers of respondents who returned questionnaires were 33, out of 41 employees, because some of them concentrated much to the work activities and other office responsibilities. The table 4.2 presents the demographic information of interviewed respondents, this study interview 3 heads of department and 5 heads of division.

The Table 4.1 presents the demographics information of respondents in Zanzibar Commission of Tourism, the first categories present age of respondents, most of respondents are young, (60.6%) indicated that age of respondents are 20 up to 29, (18.2%) indicated that age rise up from 29 to 39, (12.1%) revealed that the age of

respondents are ranging from 39 up to 49, and last indicate that (9.1%) the age of respondents going to the retirement plan due to their age were 49 to 59.

Table 4.1: Demographic Information of Respondents

Age group of Respondents	Frequency (N)	Percentage (%)
20-----29	20	60.6
29-----39	6	18.2
39-----49	4	12.1
49-----59	3	9.1
Total	33	100
Genders of Respondents	Frequency (N)	Percentage (%)
Male	23	69.7
Female	10	30.3
Total	33	100
Level of Education for Respondents	Frequency (N)	Percentage (%)
Certificate	5	15.2
Diploma	8	24.2
Degree	14	42.4
Master	5	15.2
Postgraduate	1	3.0
Total	33	100
Marital Status of Respondents	Frequency (N)	Percentage (%)
Married	31	93.9
Single	2	6.1
Total	33	100
Length of services	Frequency (N)	Percentage (%)
3-----9	13	39.4
9-----14	7	21.2
14-----19	5	15.2
19-----24	4	12.1
24-----29	2	6.1
29-----34	1	3.0
34-----39	1	3.0
Total	33	100
Current job position	Frequency (N)	Percentage (%)
Administration Officers	5	15.2
Planning Officers	4	12.2
ICT Officers	2	6.0
Human Resources officers	2	6.0
Marketing Officers	1	3.0
Finance and Account Officers	3	9.1
Legal Officers	2	6.0
Research Officers	3	9.1
Tours Operators Officers	4	12.2
Procurement Officers	2	6.0
Others	5	15.2
Total	33	100

Source: Field Survey

The second categories presented gender of respondents, the findings revealed that (69.7%) of respondent were male and (30.3%), of respondents were female, therefore, in generally the gender of respondents revealed that the total numbers of respondents for males were high to compared the totals numbers of females in Zanzibar tourism commission.

Also thirds categories presents the level of education of respondents in Zanzibar commission on tourism, the findings revealed most of employees were well educated, findings indicated that postgraduate were (3.0%), Master degree were (15.2%), degree holder were (42.4%), diploma were (24.2%) and certificate were (15.2%).

The fourth categories present marital status, the marital status of respondents indicated that most respondents were married, the findings revealed that (93.9%) were married and (6.1%) were single, therefore the total numbers of married were high compare to single respondents.

Five categories showed length of services for questionnaire respondents, the questionnaire respondents are less than from three to nine and above, also the table shows many of respondent's length of services are above from nine up to retirements plan, (39.4%) of respondents were less than three to nine, (21.2%) of respondents are from nine to fourteen, (15.2%) from fourteen to nineteen, (12.1%) from nineteen to twenty four, (6.1%) from twenty four to twenty nineteen, (3.0%) from twenty nineteen to thirty four, also (3.0%) of respondents were from thirty four to thirty nineteen.

Lastly category showed, job position for questionnaire respondents, the respondents answers the questionnaires which determined their job positions and time of

availability, administration officers indicated on the table were (15.2%), the planning officers were (12.2%). The ICT officers were (6.0%), human resource officers were (6.0%), marketing officer (3.0%). The finance and accounting officers were (9.1%), the legal officers were (6.0%), the research officers were (9.1%), the tour operators' officers were (12.2%), the procurement officers were (6.0%) and last table shows that (15.2%) were respondents from the others subsection department.

Table 4.2: Demographics Information about Interviewed Respondents

Age group of Respondent	Frequency (N)	Percentage (%)
30----39	1	12.5
39----49	5	62.5
49----59	2	25
Total	8	100
Genders of Respondents	Frequency (N)	Percentage (%)
Male	6	75
Female	2	25
Total	8	100
Level of Education	Frequency (N)	Percentage (%)
Degree	1	12.5
Master	3	37.5
Postgraduate	3	37.5
PHD	1	12.5
Total	8	100
Marital Status	Frequency (N)	Percentage (%)
Married	8	100
Single	--	--
Total	8	100
Length of Services	Frequency (N)	Percentage (%)
10----14	1	12.5
14----19	3	37.5
19----24	3	37.5
24----29	1	12.5
Total	8	100
Job Position	Frequency (N)	Percentage (%)
Heads of Department	3	37.5
Heads of Division	5	62.5
Total	8	100

Source: Field Survey

The Table 4.2 presents the demographic information of interviewed respondents in Zanzibar Commission for Tourism, the first categories present age of interviews respondents, most of the respondents are middle age, followed by old age, the younger generation are few, middle age are (62.5%), followed by old age are (25%), but (12.5%) indicated are the younger generation.

However the second categories presented gender of respondents for interviewed, the findings revealed that (75%) of interviewed respondent are male, and (25%), of respondents are female therefore, the finding revealed that most of interviewing respondents are male to compare with female in Zanzibar commission on tourism.

Also third category presents the level of education of interviews respondents, the findings revealed most of the respondents are well educated, findings indicated that PHD is (12.5%), Master degree are (37.5%), postgraduate holder are (37.5%), degree are (12.5%).

Fourth category present marital status of interviewed respondents, marital status of interviewed respondents is married, the findings revealed that (100%) of interviewed respondents are married, there is no single employee.

Five categories showed length of services for interviewed respondent, the finding showed (12.5%) of interviews respondents are ten to fourteen their length of services, (37.5%) shows that many of the respondent's length of services are above from fourteen up to nineteen, the same as (37.5%) of respondents are from nineteen up to twenty four, but (12.5%) showed from twenty four up to twenty nine.

Lastly showed shows job position for interviews respondents, interviewed respondents expressed their job position, which determines the availability of time, heads of department presented on the table are (37.5%), and heads of division are (62.5%).

4.3 Workplace Performance

For the purpose of this study, the workplace performance was dependent variable; this dependent variable was affected by the independent variable to show how the strategies of management by objective have an impact on workplace performance. The study used different statements in order to find the relevant data from the respondents, as presented in Table 4.3.

Table 4.3: Responses on Workplace Performance

Items	Responses	Frequency (N)	Percentage (%)
An employee is given training related to the knowledge gap and organization demand	Strongly agree	9	27.3
	Agree	14	42.4
	Strong Disagree	4	12.1
	Disagree	6	18.2
Job rotation, induction program uses as the strategies for expanding knowledge and experience for employees and organization members	Strongly agree	12	36.4
	Agree	13	39.4
	Strongly disagree	3	9.0
	Disagree	5	15.2
Promotion and demotion of employees, which considered job effectiveness and employees professionals	Strongly agree	9	27.2
	Agree	12	36.4
	Strongly disagree	5	15.2
	Disagree	7	21.2
Off job training and on the job training are the organization strategies for building employees effectiveness and experience	Strongly agree	12	36.4
	Agree	13	39.4
	Strongly disagree	2	6.0
	Disagree	6	18.2
Hierarchy of need of motivation is used as the motivation strategies to impact workplace performance	Strongly agree	12	36.4
	Agree	10	30.3
	Strongly disagree	3	9.0
	Disagree	8	24.3
Organization rule and regulation are implemented for both organization members	Strongly agree	12	36.4
	Agree	15	45.5
	Strongly disagree	2	6.0
	Disagree	4	12.1
Division of labor and specialization is used as the principle of administration for employees	Strongly agree	10	30.3
	Agree	13	39.4
	Strongly disagree	4	12.1
	Disagree	6	18.2

Source Field Survey

The above data presented the impact of workplace performance in the Zanzibar commission of tourism, the data presented help in identifying and analyzing how MBO impact the workplace performance in Zanzibar commission on tourism through the responses of respondents, and last to understand the results of workplace performance through the rating statement of respondents.

As presented in Table 4.3 the first statement is that “employees given training related to the knowledge gap and organization demand” the results of respondents found that (42.4%) agreed about this statement, (27.3%) strongly agreed, (18.2%) of respondents disagreed, and last found that (12.1%) of respondents strongly disagreed, therefore the finding revealed that (69.7%) of employees are given training related to their knowledge gap and organization demand, therefore the findings show that training expanding knowledge to employees, training increasing high job performance to employees and hence workplace performance.

The second statement is that “job rotation, induction program, used as the strategies for expanding knowledge and experience for employees and organization members” the results of respondents revealed that (39.4%) were agreed, (36.4%) of respondents strongly agreed, (15.2%) of respondents disagreed, and last (9.0%) of respondents strongly disagreed, therefore (75.8%) of respondents agreed that the job rotation and induction program used as the strategies for expanding knowledge and experience for employees, therefore the findings show that few employees in Zanzibar commission of tourism did not benefits with job rotation program and induction program, the study found that job rotation leads employees to deals with new challenges of working

environment and induction program building confidence for employees especially new employees and lastly leads workplace performance.

The third statement is that, “promotion and demotion of employee which considered job effectiveness and employee professionals” the results of respondents revealed that (36.4%) agreed about the statement, (27.2%) strongly agreed, (21.2%) of respondents disagreed, (15.2%) of respondents strongly disagreed, (63.6%) of respondents agreed and (36.4%) disagreed, the study found that few employees not accepted, the study found that promotion leads human capitals retentions within the organization, while demotion leads employees to assessing their past job performance and taking new corrective action and finally influence workplace performance.

The fourth statement is that “off job training and on job training are the organization strategies for building employees effectiveness and experience” the results of findings revealed that (39.4%) of respondents agreed about the statement, (36.4%) of respondents strongly agreed, (18.2%) of respondents disagreed about this statement, (6.0%) of respondents strongly disagreed, therefore the study found that (75.8%) of employees agreed that off job training and on job training are the organization strategies for building employee effectiveness and experiences, but (24.2%) of employees did not agreed, the finding showed that off job training and on job training improving employees to perform the tasks required by the organizations and finally impact the workplace performance.

The fifth statement is that “Hierarchy of needs of motivation is used as motivation strategies to impact the workplace performance” the finding indicated that (30.3%) of

respondents were agreed about the statement, but (36.4%) strong agreed, also (24.3%) of respondents revealed that disagreed, and (9.0%) of respondents indicated strongly disagreed, while (66.7%) of respondents agreed this statement, therefore the study found that hierarchy of need of motivation used as the motivation strategies to impact workplace performance, because employees receive physiological need, safety need, belongingness, and self actualization, those motivation strategies driven employee to influence workplace performance.

Sixth statements “organization rule and regulation are implemented for both organization members ”the finding showed that (45.5%) of respondents agreed about the statement, (36.4%) of respondents strongly agreed, (12.1%) of respondents disagreed, (6.0%) of respondents indicated strongly disagreed, while (81.9%) of respondents agreed this statements, therefore the study found that rule and regulation committed employees to respect organization principle and procedure and finally influence workplace performance.

Lastly, statements on workplace performance is that “division of labor and specialization used as the principle of administration for employees ”the results found that (39.4%) of respondents were agreed about this statements, but (30.3%) strongly agreed, whereas (18.2%) of respondents disagreed, (12.1%) of respondents strongly disagreed, therefore (69.7%) of employees agreed about the statement, the study found that division of labor and specialization is the organization strategies that influence effectively usefulness of talents workers, also division of labor hence job specification within the department, this situation influence workplace performance.

The study found that organization strategies are applied within the organization, such as division of labor, job specialization, rule and regulation, motivation strategies, on the job and off the job training, promotion policies, and job rotation program for employees, those strategies influence the workplace performance in Zanzibar commission on tourism.

On other hand, the interview conducted with 8 heads of department and heads of division in Zanzibar commission of tourism, researcher asked “do you think that management by objective impact workplace performance in your organization” If yes how, three heads of department agreed that management by objective impact workplace performance in their organization, also four heads division agreed that MBO impact workplace performance, while one head of division disagreed, therefore the study found that large numbers of employees agreed management by objective impact the workplace in Zanzibar commission of tourism, but few employees did not agreed that management by objective impact the workplace performance, therefore, first head of department said that,

“Management by objective is an organization strategy, this strategies impact the workplace performances in our organization, because the strategy of management by objective it is going simultaneously with the organization policies, for instance employees given training due to their knowledge gap, also organization introduced the motivation program for employees”

Second head of department said that

“Management by objective is the organization goals, to achieve this goals should have to supervised and implemented organization rule and regulation for all employees within the organization, for instance employees respect organization rule and regulation, employees respect time of performed duty, respect time of coming job, these factors leads successes to the workplace performance”

Third head of department said that

“Every organization have goals setting procedure which determine of what kind of organization, our organization implemented the strategies of management by objective though to divided responsibility of each department, to divided responsibility of each employees within the organization, also knowledge and experience of employees hence workplace performance”

Also four heads of division agreed that MBO impact the workplace performance, first head of division said that

“Management by objective is an organization planning, that directing our organization on how to achieved target or goals, for instance, through strategic vision and mission, we have successfully to achieved organization goals, because from January 2019 up to October 2019 we have successfully to increase the large number of tourism that are approximately 429755”

Second head of division said that

“It is true management by objective impact the workplace performance, because our organization have achieved goals due to the percentage of tourism who visited Zanzibar have been increased, for instance from European countries the percentage show that 62.8%, from America 14.5%, from Africa 10.6%, from Asia 8.3%, from Oceania show 1.8%, and other show 2.03%,”

Third head of division said that

“I believe that management by objective impact the workplace performance within our organization because the specific goals achieved with time planned and tangible results it revealed”

Fourth head division said

“It is true that management by objective hence workplace performance because our organization vision and mission did not go out of dated”

One Head of division did not agree that MBO impact the workplace performance, he said that

“Management by objective is the organization strategies, most of this strategies understanding by top leadership within the organization, but

some organization members do not enough knowledge about the philosophy of management by objective, so it is difficult to achieve the really target”

Therefore the findings show that three heads of department agreed that MBO impact the workplace performance within the organization, also four heads of division agreed about the statements, but one head of division disagreed about the statements, so it means that MBO impact the workplace performance because, large numbers of respondents agreed that, the organization goals achieved according to the time planned within the organization, also employees respect rule and regulation within the organization, the findings show that from January 2019 up to October 2019 large numbers of tourism were increased, that were approximately 429755, so these findings revealed that the strategies of MBO impact workplace performance.

4.4 The Challenges of MBO on Workplace Performance

For the purpose of this study, specific objective was investigating the challenges of management by objective on workplace performance in Zanzibar commission on tourism. This study used different statements in order to find the relevant data from the respondents, as presented in Table 4.4.

As presented in Table 4.4, the first statement is that “both organization members commitment on implementation the policies of management by objective so as to addressed the challenges of MBO, ”the result revealed (39.4%) of respondents agreed about this statement, (30.3%) of respondents strongly agreed, (18.2%) of respondents were disagreed, (12.1%) of respondents strongly disagreed, hence (69.7%) of employees have agreed that, both organization members commitments on

implementation the policies of management by objective on address the challenges of MBO and impact workplace performance, while few of employees not agreed about this statement, therefore the study found that each organization members implement their responsibility which determine the organization requirement hence workplace performance.

Table 4.4: The Responses from the Challenge of MBO on Workplace Performance

Items	Responses	Frequency (N)	Percentage (%)
Both organization members commitment on implementing the policy of management by objective so as to addressed the challenges of MBO	Strongly agree	10	30.3
	Agree	13	39.4
	Strongly disagree	4	12.1
	Disagree	6	18.2
Organization is the effectively usefulness of human capital, so as to remove the challenges of MBO.	Strongly agree	14	42.4
	Agree	5	45.5
	Strongly disagree	0	0
	Disagree	4	12.1
Top leadership supports the policies of management by Objective, so as to address the challenges of MBO.	Strongly agree	10	30.3
	Agree	13	39.4
	Strongly disagree	4	12.1
	Disagree	6	18.2
The organization has vertical and horizontal linkage between top, middle and lower level management so as to remove the challenges of MBO.	Strongly agree	11	33.3
	Agree	12	36.4
	Strongly disagree	4	12.1
	Disagree	6	18.2
The organization has enough operational resources such as finance resources and equipment resources so as to address the challenges of MBO.	Strongly agree	12	36.4
	Agree	14	42.4
	Strongly disagree	3	9.1
	Disagree	4	12.1
Organization members understanding the policy management by objective on address the challenges of MBO.	Strongly agree	10	30.3
	Agree	12	36.4
	Strongly disagree	4	12.1
	Disagree	7	21.2
The policies of job satisfaction are implemented so as to remove the challenges of MBO.	Strongly agree	10	30.3
	Agree	11	33.3
	Strongly disagree	4	12.1
	Disagree	8	24.3
Payment of salaries considered employees profession, experience and job performance, so as to remove the challenges of MBO.	Strongly agree	14	42.4
	Agree	15	45.5
	Strongly disagree	1	3.0
	Disagree	3	9.1

Source Field Survey

Second statement is that “organization is effectively usefulness of human capital, so as to remove the challenges of MBO and impact the workplace performance” the study found that (45.5%) respondents have agreed, (42.4%) of respondents strongly agreed, (12.1%) of respondents were disagreed and thus (87.9%) of employee have agreed the above statements, therefore the study found that human capitals are the source of competitive advantage, because human capital influence innovation of new project, quality of providing services, also reducing cost of operation within the organization and finally removed the challenges of MBO, and enhance to impact workplace performance.

The third statement is that “the top leadership support the policies of management by objective so as to address the challenges of MBO and impact of workplace performances” the study found that (30.3%) of respondents strong agreed, (39.4%) agreed, but (12.1%) of respondents were strongly disagreed and (18.2%) disagreed, whereas (69.7%) of employees agreed about this statements, therefore the study found that, top leadership support the policies of management by objective, because top leaders support the strategic planning, coordinating organization members to achieved teamwork function, influence to change employees behavior and adapting the performance behavior within the organization and finally solve the challenges of MBO, and enhance to impact workplace performance.

Forth statement is that “organization has vertical and horizontal linkage between top, middle, and lower level management, so as to remove the challenges of MBO and impact the workplace performance” the study found that the (36.4%) of respondents were agreed, (33.3%) of respondents were strong agreed, (18.2%) of respondents

disagreed, and (12.2%) of respondents disagreed, whereas (69.7%) of employees were agreed that the organization has vertical and horizontal linkage between, top, middle, and lower level managements on impact the workplace performance, for this meaning it seems that employees have done their function for the spirit of cooperation, team work and solidarity between those organization members.

Fifth statements is “organization have enough operational resource such as financial resource, and equipment resources so as to address the challenges of management by objective” the results found that (42.4%) of respondents agreed, (36.4%) also strong agreed, but (12.1%) of respondents disagreed, (9.1%) of respondents showed that they strong disagreed, findings showed that (78.8%) of employees accepted that organization have enough operational resources such as financial resource, and equipment resource for the implementation the strategies of management by objective in their organization, and impact the workplace performance.

Sixth statement is “the organization members have understanding the policies of management by objective on address the challenges of MBO and impact the workplace performance ”the finding showed that (36.4%) agreed, (30.3%) of respondents strong agreed, (21.2%) of respondents disagreed, (12.1%) of respondents strong disagreed, (66.7%) of employees accepted that the organization have understanding the policies of management by objective, therefore the study found that employees understanding the policies of management by objective, because MBO policies influence employees awareness, morally and results oriented for organization and employees, also is a psychological contact for employee within their organization.

Seventh “the policies of job satisfaction are implemented so as to remove the challenges of MBO and impact workplace performance” the findings showed that (33.3%) of respondents agreed, (30.3%) of respondents strong agreed, (24.3%) of respondents disagreed about this statements, (12.1%) of respondents strongly disagreed, (63.6%) of the employees agreed that, job satisfaction are the organization strategies practiced within the organization, therefore the study found that good conducive environment for employees and organization creating job satisfaction, because employees obtain career growth, work life balance, and finally impact the workplace performance.

Other statement on “payment of salaries considered employees profession, experiences, and job performance so as to remove the challenges of MBO”, the finding showed that (45.5%) of respondents agreed, (42.4%) of respondents strong agreed, (9.1%) of respondents disagreed, (3.0%) not accepted about this statements, whereas (87.9%) of employees agreed about this statements, therefore the study found that employee profession, experience and job performance are the guiding principle for paying salaries to employees, also payment of salaries influence employees to implement their responsibility within the organization and enhance to impact workplace performance.

However, the study found that large numbers of employees accepted about this statement, the study interviewed 8 respondents including heads of departments and heads of divisions, so as to find out their responses on the question which said that “do you have any challenges that affected the strategies of management by objective on workplace performance?” if yes how, the responses of interviewees in Zanzibar

commission of tourism showed that, three heads of division agreed that there are some challenges affected the strategies of MBO, but three heads of department and two heads of division disagreed about this statement, therefore first head of division said that,

“For somehow the organization have limitation that affected the strategies of management by objective, for instance, some organization members do not understanding the philosophy of management by objective, specifically lower level employees, also some organization members leave their duty before job accomplishment, this situation reduced the effectiveness of management by objective”

Second head of division said that

“Most of the challenges affected the strategies of management by objective; we have not enough modern equipment devices, such as computer devices and enough specialists for uses of these devices”

Also third head of division, said that

‘Yes the challenges faced the philosophy of management by objective within the organization are the organization goals may go out of date, that influence to restrict staff creativity, lack of effective supervision of employees influence to delaying organization goals, also some time employees performed their duty like as a business as usual, this situation effected the strategies of management by objective”

However the findings revealed that three heads of department and two heads of division disagreed about the statements that the challenges affected the strategies of MBO have been solved, first head of departments said that,

“It is true that the organization affected by some limitations, but for large extent the limitations have been addressed or solved, for instance, we have increased the organization budget for operational, the top leadership support the strategies of management by objective”

Second head of department said that:

“Effectively used of human capitals within the organization hence to addressed a lot of challenges that affected the strategies of MBO,

employees uses their profession, skill, and experience to addressed those challenges”

Third head of department said that

“Our organization simplifying chain of communication, for instance from top level to lower level management have a good chain of communication, also we are paying employees to consider their professional, skills, and experience, this situation hence to solved those challenges faced our organization”

Also two heads of division disagreed about the statements; first head of division said that:

“Management by objective is the overall organization objective, give the chance for organization members to achieved their goals through the time planned by the organization, management by objective is the integrated strategies, internal and external within the organization, also management by objective improve employee performance and organizational performance, because MBO focus on resulted oriented, therefore few challenges affected this strategies of MBO that already have been solved”

Second head of division said that,

“Management by objective is the special kind of planned that are formulated in order to addressed the challenges faced our organization, going simultaneously with standing plan”

Therefore the study found that three heads of division agreed that there are some challenges that affected the strategies of MBO within the organization, but two heads of division disagreed about the statements that the challenges affected the strategies of MBO for large extent have been addressed, also three heads of department disagreed about the statements the challenges affected the strategies of MBO have been addressed, therefore the findings show that, large numbers of respondents supported that, the challenges affected the strategies of MBO have been solved because, top leadership support the strategies of MBO, effectively used of human capitals hence to

solved organization challenges, MBO is the integrated strategies, internal and external environments within the organization, so a lot of challenges that affected the strategies of MBO have been solved hence to impact workplace performance.

4.5 Managerial Participation of Organization Members

For the purpose of this study, the specific objective was to examine managerial participation of organization members such as subordinates, staff members, and top leadership, on how they have managed participations on setting the department goals on impact the workplace performance in Zanzibar commission on tourism. This study used different statements so as to find the relevant data on the question of managerial participation. According to the Table 4.5, a researcher mention the statements used.

As presented in table 4.5, the first statement is, “superior and subordinator have managerial participations on setting the department goals” the results of respondents showed that (42.4%) of respondents agreed, (27.3%) of respondents strongly agreed, but (21.2%) of respondents disagreed, (9.1%) of respondents showed strong disagreed, (69.7%) of employees agreed that organization have managerial participation on setting the department goals, therefore the study found that managerial participation is a source of consultation and exchange of idea between superior and subordinator, because the subordinator allowed to participate on work committees, also participation through representation on the board of directors, those participation of superior and subordinators influence to impact workplace performance.

Table 4.5: Responses on Managerial Participation of Organization Members

Items	Responses	Frequency (N)	Percentage (%)
Superior and subordinate have managerial participations on setting the department goals	Strongly agree	9	27.3
	Agree	14	42.4
	Strongly disagree	3	9.1
	Disagree	7	21.2
Organization members participate in decision making within their organization	Strongly agree	10	30.3
	Agree	12	36.4
	Strongly disagree	4	12.1
	Disagree	7	21.2
Minimum wage uses as the organization strategies for subordinates and organization members	Strongly agree	13	39.4
	Agree	13	39.4
	Strongly disagree	5	15.2
	Disagree	2	6.0
Superiors leading and organizing their subordinate by uses the democratic style of leadership	Strongly agree	11	33.3
	Agree	13	39.4
	Strongly disagree	4	12.1
	Disagree	5	15.2
Both superiors and organization members, have responsibility on implemented the strategies of MBO	Strongly agree	12	36.4
	Agree	10	30.3
	Strongly disagree	5	15.2
	Disagree	6	18.2
Employee selection done through the board of directors	Strongly agree	11	33.3
	Agree	10	30.3
	Strongly disagree	5	15.2
	Disagree	7	21.2
Organization members are jointly collaborating on setting the overall organization goals	Strongly agreed	13	39.4
	Agree	11	33.3
	Strongly disagree	4	12.1
	Disagree	5	15.2
Every employee is understanding their duty or responsibility according to the job description	Strongly agree	9	27.3
	Agree	15	45.4
	Strongly disagree	4	12.1
	Disagree	5	15.2

Source: Field Survey

The second statement is that “organization members are participate on decisions making within the organization” the finding showed that (36.4%) of respondents agreed, (30.3%) of respondents strongly agreed, (21.2%) of respondents disagreed, (12.1%) of respondents strong disagreed, (66.7%) of employees agreed that organization members are participate on decision making, therefore the study found that, organization members have been participated on basic and routine decisions

because, employees gave the chance of exchanging idea and experience through day to day operation, and finally influence workplace performance.

Thirds statements is that “minimum wage used as the organization strategies for subordinators and organization member” the finding showed that (39.4%) of respondents strong agreed, the same as (39.4%) of employees agreed about the statement, but (15.2%) of respondents strong disagreed, (6.0%) of respondents disagreed, therefore the study found that (78.8%) of employees agreed that minimum wage uses as the organization strategies for subordinators and organization members, therefore the study found that minimum wage benefited employees to minimizing the coast of living because the minimum wage associated with medical requirement, and other amenities that influence workplace performance.

Fourth statement is that, “superior leading and organizing their subordinators by using the democratic style of leadership” the finding showed that (39.4%) of respondents strong agreed, (33.3%) of respondents agreed, (15.2%) of respondents disagreed, (12.1%) of respondents strong disagreed, (72.7%) of employees agreed and (27.3%) of employees not agreed about this statements, therefore the study found that democratic style of leadership influence personal commitment through participation, influence the delegation of responsibility to the organization members, also exchange of knowledge and experience with others subordinators through upward and downward communication flow, and finally impact the workplace performance.

Fifth statements is that, “both superior and organization members have responsibility on implementing the strategies of MBO, the finding showed that (30.3%) of

respondents were agreed, (36.4%) of respondent showed strong agreed, (18.2%) of respondents disagreed, (15.1%) of respondents disagreed and (66.7%) of employees agreed that both superior and organization members have responsibility on implemented the strategies of management by objective, therefore the study found that organization members have willingness and responsibility on implemented the strategies of MBO, because the cooperative goals, section goals, and individuals target should be implement through action and supervision of superior, and finally influence workplace performance.

Sixth is that, “employees selection done through the board of directors” the finding showed (30.3%) of respondents agreed, (33.3%) of respondents strong agreed about this statements, but (21.2%) of respondents disagreed, (15.2%) of respondents strong disagreed and (63.6%) of employees agreed that board of directors selected employees, therefore the study found that, the board of directors selected employees to hold the job position within the organization, to ensure that have best possible candidate to fill the job position, the core function of the board of directors is to add value within the organization, through strategic function of the organization such as mission and vision, to ensure that organization retaining talent employees, to recruit the best possible candidates and finally influence the workplace performance.

Seventh is that, “organization members are jointly collaboration on setting the overall organization goals” the finding showed that (33.3%) of respondents agreed, (39.4%) of respondents strong agreed, (15.2%) of respondents disagreed, (12.1%) of respondents strong disagreed, (72.7%) of employees agreed that, organization members are jointly collaboration on setting the overall organization goals, but

(27.3%) of employees disagreed about this statement, therefore the study found that organization members are jointly collaboration on setting the overall organization goals, through employees are collaborate on teamwork, employees are collaborate on cooperate strategic goals, collaborate on exchange knowledge, idea and experience with top leadership and finally hence workplace performance.

Another statements is that, “every employees are understanding their duty or responsibility according to the job description” the finding showed that (45.4%) of respondents agreed, (27.3%) of employees strong agreed about this statements, (15.2%) of respondents disagreed, (12.1%) of respondents strong disagreed about this statements, (72.7%) of employees agreed about this statements, but few employees disagreed, therefore the study found that employees have a job description, because job description identifying job responsibility, require qualification of employees, tools or equipment which are uses within the organization, also job description showed information about working condition within the organization.

However, a researcher interviewed 8 heads of department and heads of division concerning the question, which said that “for their opinion, what were the levels of managerial participation for subordinates, and staff members in setting the department goals or organization goals” explain briefly. The study found that three heads of department and three heads of division agreed that organization have managerial participation of organization members, while two heads of division disagreed about this statement, therefore the findings show that large numbers of respondents accepted that organization have managerial participation of organization members, while few respondents not accepted about this statement, first head of department said that,

“Level of managerial participation it is implemented in the organization, because organization members have been participated on setting the department goals and organizational goals, for instance, employees allowed to share their ideas in the organization decision, paying of salaries considered employees professional, skill and experience, also every employee understanding their responsibility due to the job description”

Second head of department said

“Subordinators and employees are allowed to participate in administration system, for instance employees have been participated on work committees, and through the committees’ employees have got opportunity to express their idea about how their organization can setting the goals”

Third head of department said

“Collaboration of subordinators and staff members we cannot excluded, because the organization function which demand the effort of employees”

Also three heads of division agreed about the statements, first head of division said,

“Managerial participations are one among a technique of management within the organization, because we are allowed employees to participate in organization function, for instance, employees are participating in setting the organization goals, each employee within their department performed their function to consider on how can achieve the overall organizational goals”

Second head of division said

“Employee are allowed to participated on setting the organization goals through their department, for instance each department through team work have a specific goals for job accomplishment per a day”

Also third head of division said

“Collaboration within the work hence organization successfully, employees and others organization members we are collaborated to bring working effectiveness”

Two heads of division, disagreed about the statement; first head of division said that

“Managerial participations are the management’s principle within the organization, to practice this principle that requires the willingness of employees; some employees are not willing to participate on management function, which causes to affect the organization target.”

Second head of division said:

“Some organization members have misbehavior; they are not ready to cooperate with other employees on performed the organization duty, that leads to effect organization goal”

Therefore the study found that three heads of department and three heads of division agreed that organization have managerial participation of organization members, but two heads of division disagreed about the statements. Therefore the findings show that organization have managerial participation of organization members because, large numbers of respondents support that, employees are participate on setting the organization goals, employees performed their duty by team work, also employees are participate on work committees, so participations of employees influence the workplace performance.

4.6 Assessment the Results of Management by Objective on Workplace

Performance

The third objective of this study, the study assessed the results of management by objective at workplace performance in the Zanzibar commission of tourism, to understanding on how the results of management by objective impact the workplace performance. According to the table 4.6, this study used different statements so as to find relevant data in assessing the results of management by objective at workplace performances.

Table 4.6: Responses on the Results of Management by Objective on Workplace Performance

Items	Responses	Frequency (N)	Percentage (%)
Top leadership done a periodic performance review on assessed the results of MBO	Strongly agree	11	33.3
	Agree	15	45.4
	Strongly disagree	2	6.1
	Disagree	5	15.2
The organizational goals are achievable due to the agreement of the organization members	Strongly agree	12	36.4
	Agree	13	39.4
	Strongly disagree	3	9.0
	Disagree	5	15.2
The department goals and individual target should be measured due the time agreed and realistic about goals setting	Strongly agree	12	36.4
	Agree	14	42.4
	Strongly disagree	3	9.1
	Disagree	4	12.1
The strategies of MBO uses as a tool for impact the workplace performance	Strongly agree	15	45.4
	Agree	12	36.4
	Strongly disagree	3	9.1
	Disagree	3	9.1
The annual performance review is used as a sources for recycle of new strategies	Strongly agree	10	30.3
	Agree	13	39.4
	Strongly disagree	3	9.1
	Disagree	7	21.2
The superior or top leadership they evaluated and monitoring the organization results	Strongly agree	11	33.3
	Agree	14	42.4
	Strongly agree	2	6.1
	Disagree	6	18.2
Top leadership takes the new strategic action due to the weakness of the past strategies	Strongly agree	13	39.4
	Agree	11	33.3
	Strongly disagree	1	3.0
	Disagree	8	24.3

Source: Field Survey

The first statements is that, “top leadership done periodic performance reviewed on assessed the results of management by objective” the finding revealed that (45.4%) of respondents agreed, (33.3%) of employees strongly agreed, (15.2%) of respondents disagreed, (6.1%) of respondents strong disagreed, (78.7%) of employees agreed about this statements, therefore the study found that top leadership performed periodic performance review because review the progress of goals setting within the

organization, for stance reviewed corporate strategic goals, department goals, and individual goals, those reviewed influence to understanding the weakness of strategic goals within the organization and taking the corrective action, this situation leads workplace performance.

Second statement is, “the organization goals are achievable due to the agreement of the organization members” the finding showed that (39.4%) of respondents agreed, (36.4%) of respondents strong agreed (15.2%) of respondents disagreed, (75.8%) of employees agreed and (24.2%) of respondents disagreed about this statement, therefore the study found that organization goals are achieved which determine the organization members agreement, because each department have specific goals on implementation their duty, also within the department have individuals target focus on implemented the organization goals, the study found that both organization members implemented their duty which determine organization members agreements, and time of accomplished their duty, this situation leads to impact workplace performance.

The thirds statement is that, “the department goals and individuals target should be measurable due to the time agreement and realistic of goals setting” the finding showed that (42.4%) of respondents agreed, (36.4%) of respondents strong agreed, (12.1%) of respondents disagreed, (9.1%) of respondents showed strong disagreed, whereas (78.8%) of employees agreed about this statements, therefore the study found that department goals and individuals target are measurable due to the time agreements because each department have specific time of job accomplishments, each employees have specific time of job accomplishment for instance employees have specific hours of job performance, specific time of goals setting, these situation

influence to accomplished the organization goals and tangle results revealed, and finally hence workplace performance.

Fourth statement is that, “the strategies of management by objective used as a tool for impact the workplace performance” the finding revealed that (36.4%) of respondents agreed, (45.4%) of respondent strong agreed, (9.1%) disagreed, (9.1%) strong disagreed and (81.8%) of employees agreed that the strategies of management by objective used as a tool for impact the workplace performance in Zanzibar commission of tourism, because organization have goals setting strategies though vision and mission, organization have integrated strategies with internal and external environment, divisions of specific goals within the departments, the top leadership performed periodic performance review, also the top leadership evaluated the performance outcome, those strategies influence workplace performance.

Fifth statement is that, “the annual performance review is used as a source for recycle of new strategies” the finding showed that, (39.4%) of respondents agreed, (30.3%) of respondents strongly agreed, (21.2%) of respondents disagreed, (9.1%) of respondents strong disagreed, (69.7%) of employees agreed and (30.3%) of employees disagreed about this statements, therefore the study found that, annual performance review is used as a source for recycle of new strategies because, the annual performance review is reviewing the overall performance within the organization, normally performed at the end of the years, top leadership compare the actual performance with past planed and take the necessary corrective action, this situation influence workplace performance.

Sixth statement was that, “superior or top leadership they evaluated and monitoring the organization results” the finding showed that (42.4%) of respondents agreed, (33.3%) of respondents strong agreed, (18.2%) of respondents revealed disagreed about this statements, (6.1%) of respondents strong disagreed, (75.7%) of employees agreed, the finding revealed that superior or top leadership evaluated and monitoring organization results, because top leadership evaluated the organization results through performance outcome, they looking the effectiveness of organization goals, top leadership assessed the time of job accomplished, also assessed the day to day activities within the organization, this situation that influence workplace performance.

Seventh statements concerning about, “top leadership take new strategic action due to the weakness of the past strategies” the finding showed that (33.3%) of respondents agreed, (39.4%) of respondents strong agreed, (24.3%) of respondents disagreed, (3.0%) of respondents strong disagreed, but (72.7%) of employees agreed this statements, therefore the study found that top leadership taken new strategic action according to weakness of past strategies because, they planned short time planning, standing planning, operational planning, but also planning long term planning, those planning enhance workplace performance.

However, this study interviewed 8, heads of department and heads of division, so as to accomplish his objective, a researcher asked the interviewees that, “for your views and job experience do you think that your organization done the performance review and evaluating the performance results so as to accomplish the strategies of management by objective” if yes how? The study found that three heads of

department and four heads of division agreed that organization done performance review and evaluated the results of performance, but one head of division disagreed about the statements, first head of department said that,

“It true that the organization done performance review and evaluated the performance results, so as to insure that the strategies of management by objective has achieved, because the superior done the periodic performance review, for instance done the annual performance review,”

Second head of department said

“Performance review hence organization performance, because employees give the correction about the past performance in our organization”

Third head of department said

“Evaluations the results of performance, leads the organization goals to achieved on specific time, for instance due to the organization members agreements”

Also four heads of division agreed that organization done the performance review, first head of division said that,

“The performance review and the assessment of performance results are the organizational policies, the main goals of performance review is to assessed the overall organizational performance within the organization, through to reviewed employee performance, department's performance, and organization performance, because the performance review help to understanding the effectiveness or ineffectiveness of organizational performance, also given the performance feedback and taken the necessary action if need”

Second head of division said,

“Performance review is the assessment of employee's performance within the organization; this assessment provided the performance feedback to employees, especially feedback about the job performance,”

Third head of division said,

“Performance review differ from different organization, the main goals of performance review in our organization is to insure that organization goals are achieved on predetermine period, also to planned new performance expectation for the next strategic year”

Fourth head of division said,

“We did performance review through discussion meeting, superior and organization members set time and place of doing discussion review, they reviewed the past employees performance, employees allowed to exchange idea about performance, also employees received feedback about their performance”

While one head of division disagreed about the statement, he said that

“Performance review is the complex process that needs knowledge and experience of staff members to measure performance, effectiveness, or ineffectiveness within the organization, he thinks that it is not related to strategies of management by objective,”

Therefore the study found that three heads of department and four heads of division agreed that organization done the performance review and evaluated the results of performance, but one heads of division disagreed about the statement, therefore the findings show that organization done the performance review and evaluated the results of performance, because large numbers of respondents support that, organization done performance review such as periodic performance review, also support that employees received correction about the past performance for instance feedback about the job performance, also respondents support that organization done performance review through discussion meeting, the superior and organization members set time and place of doing discussion review, so the findings show that to evaluate the results of performance hence workplace performance.

4.7 The Impact of Performance Standards for Employees on Workplace

Performance

The fourth objective of this study was related to performance standards, these studies assess how performance standards influence the workplace performance. According to the Table 4.7 this study used the different statements so as to find the relevant data about the performance standards in Zanzibar commission on tourism.

Table 4.7: The Impact of Performance Standards on Workplace Performance

Items	Responses	Frequency (N)	Percentage (%)
Superior setting performance standards for employees in assessing the impact of workplace performance	Strongly agree	12	36.4
	Agree	13	39.4
	Strongly disagree	2	6.0
	Disagree	6	18.2
Employees performed duty for consideration their professional or skills	Strongly agree	13	39.4
	Agree	11	33.4
	Strongly disagree	6	18.2
	Disagree	3	9.0
Quality of providing services for employees satisfied the organization demand	Strongly agree	10	30.3
	Agree	14	42.4
	Strongly disagree	4	12.1
	Disagree	5	15.2
Management by objective uses as a method of performance appraisal for evaluating employee effectiveness and organization for all	Strongly Agree	12	36.4
	Agree	13	39.4
	Strongly disagree	4	12.1
	Disagree	4	12.1
The quantity of providing services for employees are related to the organization goals	Strongly agree	11	33.3
	Agree	15	45.5
	Strongly disagree	3	9.1
	Disagree	4	12.1
Employees receive performance feedback due to their performance, effectiveness or ineffectiveness	Strongly agree	12	36.4
	Agree	11	33.3
	Strongly disagree	3	9.1
	Disagree	7	21.2
The performance standards are achievable on predetermine period	Strongly agree	11	33.3
	Agree	14	42.4
	Strongly disagree	1	3.0
	Disagree	7	21.3

Source: Field Survey

The first statement was that, “superior setting performance standards for employees on assessing the impact of workplace performance” the findings showed that (39.4%) of respondents agreed, (36.4%) of respondents strong agreed, (18.2%) of the respondents disagreed, (6.0%) of respondents strong disagreed and (75.8%) of employees agreed about this statements, therefore the study found that superior setting the performance standards for employee on assessed the impact of workplace performance, because organization are minimizing cost of operation due to have effectively usefulness of human capitals and talents peoples, therefore large number of organization members performed their duty which determine the goals setting within the organization, this situation that influence workplace performance.

Second’s statement is said that, “employees performed their duty for the consideration their professional or skills” the finding showed that (33.4%) of respondents agreed,(39.4%) of respondents strong agreed, (9.0%) of respondents disagreed, (18.2%) of respondents strong disagreed, (72.8%) of employees agreed about this statements, therefore the finding revealed that large numbers of organization members uses their skill and professional on implementation the routine activities within the organization, this situation influence to impact workplace performance.

Third statements said that, “quality of providing services for employees satisfied the organization demand” the finding showed that (42.4%) of respondents agreed, (30.3%) of respondents strong agreed, (15.2%) of respondents disagreed, (12.1%) of respondents strong disagreed and (72.7%) of employees accepted about this statements that quality of services satisfied organization demand, because the study found that employees performed their duty through cooperation, team works, and

willingness to use the organization resources on their daily activities, this situation that influence to achieved workplace performance.

Fourth statements said that, “management by objective uses as a method of performance appraisal for evaluating employee’s effectiveness and organization for all” the finding showed that (39.4%) of respondents agreed, (36.4%) of respondents were strong agreed, (12.1%) of respondents disagreed, (12.1%) of respondents were strong disagreed, while (75.8%) support this statements, therefore the study found that large numbers of employees accepted that management by objective uses as a method of performance appraisal, because superior and manager have agreement on the goals setting within the organization, top leadership assessing the overall organization performance and employees performance through the methods of measuring performance, organization have goal setting sessions at all level within the organization, the top leadership given the performance feedback for employees and take necessary action for those who failed to achieved the goals performance, this situation hence workplace performance.

Fifth statements said that, “the quantity of providing services for employees are related to the organization goals” the finding showed that (45.5%) of respondents agreed, (33.3%) of respondents strong agreed, (12.1%) of respondents disagreed, (9.1%) of respondents strong disagreed, whereas (78.8%) of employees agreed about this statements, therefore the study found that quantity of providing services for employees are related to the organization goals, because large number of organization members performed their duty for high performance situation, the critical accident did not appear within the workplace environment, conducive workplace environment

influence good performance for employees, large numbers of organization members performed their duty up to the extra time, good labor relation also influence the quantity of providing services for employees to related with organization goals, this factors influence to achieved workplace performance.

Sixth statements said that, “employees receive performance feedback according to their performance effectiveness or ineffectiveness” the finding showed that (33.3%) of the respondents agreed, (36.4%) of the respondents strong agreed, (21.2%) of respondents were disagreed, (9.1%) of respondents strong disagreed and (69.7%) of employees agreed about this statements, therefore the study found that, employees receive performance feedback according to their performance effectiveness or ineffectiveness, because top leadership providing performance assessment for those organization members, these assessments influence to understanding employees weakness and given training if need, this situation leads workplace performance.

Seventh statements said that, “the performance standards are achievable on predetermine period” the finding showed that (42.4%) of respondents showed that were agreed about this statements, (33.3%) of respondents strong agreed, (21.3%) of respondents disagreed, (3.0%) of respondents strong disagreed, whereas (75.7%) of employees in Zanzibar commission of tourism agreed this statement on the performance standards are achieved on predetermine period, the finding revealed large numbers of employees performed their duty which determine the time planned by top leadership, this situation influence to achieved organization goals and finally impact the workplace performance.

This study also interviewed 8 heads of departments and heads of division, so as to finding the relevant data. The question was “do you think that the performance standards have affected the workplace performance? If yes how? The finding showed that three heads department and four heads of division agreed that the performance standard affected the workplace performance, first head of department said that,

“It is true that the performance standards affected the workplace performance at the organization, because the performance standards directed our employees on how to perform their duty in the organization, for instance, how to manage time in the job, standard performance of their duty per day, quality performance of a job at the organization, also the performance standards is the source of motivation for those employees who performed better”

Second head of department said

“Performance standard hence employees to performed well, because large numbers of employees performed their duty with quality needed by our organization, so it is true affected workplace performance”

Third head of department said

“Performance standards considered as strategic policies in our organization, because the top level management and lower level management have good communication process, for instance have quickly received and responded information among the co workers, so it is true affected the work place performance”

Also four heads of division agreed that performance standard affected the workplace performance, first head of division said that,

“Performance standards is the organization policy that leads employees performance and organization performance, because each employee performed their duty to considered their time assigned of such duty, quality of performed duty is considered in assessing employees performance, also each department performed their duty by teamwork and cooperation, this situation reveals employees have a good quantity of work,”

Second head of division said,

“I believe the performance standards affected the work place performance, because employees showed integrity, honesty and loyalty on performance their daily duty,”

Third head of division said,

“Well the performance standards affected the work place performance, because most of project assigned by employees have accomplished on real time”

Fourth head of division said,

“Performance standards affected the work place performance, because large numbers of employees have ability to solved the complex problems, to generated new idea and creativities within our organization”

While one head of division, disagreed on the statement and said that,

“Performance standards influence employees’ commitments to pick at a higher level of success, but I do not see it really affected the workplace performance”

Therefore the study found that three heads of department and four heads of division agreed that the performance standards affected the workplace performance, but one heads of division disagreed about the statement, therefore the findings show that performance standards affected the workplace performance, because large numbers of heads of department and heads of division support that the performance standard directed employees on how to performed their duty, for instance how to manage time in the job, also support that employees have ability to solved the complex problems and to generate new idea and creativities within the organization.

4.8 Discussion of the Finding

First objective of this study was investigated the challenges of management by objective on workplace performance in Zanzibar commission of tourism. The study

found that the challenges of MBO for large extent have been addressed within this organization, because three heads of department and two heads of division, agreed that the challenges of MBO have been addressed, but three heads of division show that, the challenges of managements by objective for somehow still existing, as well as (87.9 %) of questionnaire respondents agreed that have effectively usefulness of human capital within the organization. Al Shaqsi (2013) investigated the challenges that prevent the application of MBO in the general secretariat to the cabinet of Oman, for instance investigated the challenges that related to setting objective.

The findings of Al Shaqsi (2013) revealed that all participants confirmed that, lack of clarity of goals setting in the different department, lack of clarity within the section, and influence to delay of work, especial in case of introduce new regulation. Therefore those findings revealed that are related, while differ with study title, Al Shaqsi (2013), examined a strategic approach to the implementation the policies of management by objective in Government sectors of Oman, Al Shaqsi (2013) revealed that, management by objective is high level of agreement on implementation the strategic approach of management by objective in the Government sectors of Oman, also showed that management by objective was a sources of performance improvement in Government sector of Oman.

Second objective of this study was examined the level of managerial participation of organization members. The study found that, three heads of department and three heads of division, agreed that organization have managerial participation of organization members, but two heads of division revealed that, the level of managerial participation for subordinators for somehow faced with problems, not only but also

(72.7%) of questionnaire respondents agreed that employees were participated in administration system. Inderlied (2014) investigated management by objective and contracting for leadership style in laboratory at University of Massachusetts, the main goals of Inderlied (2014) is to facilitating a jointly contracting for objective and leadership style between the laboratories directors and graduate students by using the life cycle theory of leadership style, and showed that there are missing links in the process of management by objective in contracting appropriate leadership style to be used by a superiors in the laboratory.

Also Inderlied (2014) proposed the best strategic measure should be followed by the leaders to achieved objective such as, to providing direction, task behavior for employees, social emotional support for employees, relationship behavior. Therefore, those finding showed that are related with this study because those focus on managerial participation and showed the limitations of managerial participation.

Thirds objective of this study was assessed the results of management by objective within the organization. This study found that three heads of department and four heads of division accepted that organization done the performance reviewed and evaluated the results of performance, but one head of division showed that, performance reviewed faced with problems, not only but also (78.7%) of questionnaire respondents agreed that organization practiced performance review and assessed the results of MBO. While Islam et al (2018) were investigated management by objective as performance appraisal tool for employee satisfaction in Kosovo, and found that the strategies of management by objective was positive related to employees effectiveness, because employees setting their organization goals, define

the organization results and arranging the system of communication, therefore the results of their finding showed that management by objective as performance appraisal tools for employees satisfaction in Kosovo, also Islam (2018) through specific objective investigated MBO is a technique of evaluating employees performance, their finding show that application of MBO methods as technique for evaluating employees performance in the organization that raises employees effectiveness. Therefore the findings are related with this study because those finding revealed that MBO is methods of evaluating employees' performance and organization performance.

Fourth objective of this study is to assess how the performance standards influence to impact workplace performance. The study found that three heads of department and four heads of division accepted that the performance standards affected the workplace performance, but one head of division show that performance standards does not fulfillment in correct ways or methods, not only but also (75.8%) of questionnaire respondents agreed that the top leadership setting the performance standards for employees.

While Thomson et al (1981) investigated the effects of management by objective on performance and satisfactions in publics sectors organization, the main goals of research is to measure the quality, quantity, and satisfaction of employee performance through management by objective, a researcher used three variables to test hypothesis, such as used quantity, quality, and satisfaction, their finding showed that management by objective improved performance in publics sectors for both variable that were used, while quantity variable show it is more strongest because it is revealing that to

predicted the overall measure of organization performance through MBO, therefore the finding are related because those study focus on performance standards, but differ in the case study.

However, in addition of this finding no one can denied the implementation MBO strategies for any organization, the strategies of management by objective if used effectively for any organization or public sectors, government sectors, public enterprises, and others government department, the impact revealed for any public sectors or private sectors, which have been used effectively of this strategies, management by objective were suitable for any business enterprises such as large business enterprises, medium enterprises, and others, management by objective is driving by democratic approached of leadership style.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presented summary of the main findings, recommendation and conclusion. The chapter divided into subsections, the first subsection described the summary of the main finding, the second subsection described the implication of the finding, third subsection show conclusion, fourth subsection present recommendation, fifth subsection showed limitation of the study, and last subsection presented area for further study.

5.2 Summary of the Main Finding

The study found that the challenges faced the strategies management by objective have addressed and impact the workplace performance in Zanzibar commission of tourism, because three heads of department and two heads of division agreed that the challenges of MBO have solved, therefore the finding show that organization have effectively usefulness of human capitals hence to addressed a lot of challenges, good chain of communication in administration system enhance to solved those challenges faced the MBO, also employees accepted that management by objective are the integrated strategies internal and external environment so few challenges affected this strategies for large extent have been solved.

However top leadership in Zanzibar commissioner of tourism supported that employees are well participated in administration system, because three heads of department and three heads of division, accepted employees have a chance of

participation in administration system, because the finding revealed that employees participated on work committee and participate on setting the overall organization goals.

Even though the study found that top leadership assessed performance review and results evaluation for their employees, because the finding indicated that, three heads of department and four heads of division accepted that their organization done performance review and evaluated the performance results so as to insure that the application of management by objective have achieved, for instance employees agreed the applicability of annual performance review and midyears review.

Lastly the findings revealed that the performance standards affected the workplace performance, because three heads of department and four heads of division accepted that the performance standards affected the workplace performance and results to be effectively uses the strategies of management by objective, for instance the finding revealed that large numbers of employees have ability to solved the complex problems, employees performed their duty by team work and cooperation, also most of project assigned by employees have accomplished on real time.

5.3 Implications of the Findings

No one can deny that management by objective impact the workplace performance in any organization if organization members were effectively committed to implement these strategies and to observe their procedure and its principle, the finding revealed that management by objective impact the workplace performance in Zanzibar commission on tourism, because these strategies committed the subordinates and

managers in setting their target, goals and setting the overview of the overall organization goals.

However, management by objective focuses much on identifying the organization common goals, to define major area of responsibility, and expected the results, management by objective it helps to cope with environmental change within the organization because it's reviewing the objective due to the needed of the environment and organization demands.

Also the application of management by objective going simultaneously with implementation steps for management by objective, for instance first step is to set the organization goals, step which include the corporate strategic goals, department goals, and individual goals, the second step is to develop plan or take action plan, the third steps is to review the progress and take the corrective action, the lastly step is to appraise the overall performance within the organization, the applications for these steps help any organization to be effectively used the strategies of management by objective.

5.4 Conclusions

The study found that management by objective has positive impact in Zanzibar commissioner of tourism, because the large numbers of employees supported the implementation of performance standards and performance evaluation in the organization, and finally impact the work place performance, so the first objective revealed that the challenges faced the strategies of MBO for large extent have been solved, also the second objective showed that organization have managerial

participation, the managerial participation give a chance for employees to exchange the idea and shearing knowledge within the organization, although the third objective showed that organization evaluated the results of performance, evaluated the result of performance were the sources of performances identifications, for instance measuring organization performance through annual organization review and periodic review, the fourth objective showed the performance standards, the performance standards directing employees how to performed the job within the organization, for instance how to manage time in the job, quality of providing services, and how to providing the quantity of productions.

In practical terms the application of management by objective should be require each manager, top leadership, and other department officers to setting the department goals with his line officers or subordinates, the goals should set through the agreement of the organization members, the organization members should be necessary to divide their responsibility and evaluation of the results found.

Management by objective going simultaneously with organization mission and vision, because the department goals or section goals should be required to interpreting this department goal into the overall organization goals or corporate objective, and finally impact the workplace performance.

In modern day management, the strategies of management by objective uses as a tool of assessing employees' effectiveness through performance appraisal process, also the strategies of management by objective inspire willingness and motivation for employees.

5.5 Recommendation of the Study

This study found that Management by objective impacts the workplace performance in Zanzibar commission on tourism, this study is recommending that public sector and government should have measuring the performance standard of employees, because the performance standard directed employees on how to performed duty per a day, also the government sectors and public sectors advising to evaluate the results of organization performance, for instance should be practiced annual performance review and periodic review, not only but also the public sector and government sectors should have managerial participation of organization members.

However another recommendation that, Zanzibar commission of tourism should have increasing motivation for employees so as to insure that the strategies of management by objective remaining to implement for long time and to impact the workplace performance in Zanzibar commission of tourism, the types of motivation can being implemented such as intrinsic motivation which include personal growth, job security, and those related to non-financial rewards, seconds extrinsic motivation which include payment of employee salaries, promotion strategies for employees and those related to financials rewards for employees within the organizations.

Addition recommendation that a researcher, suggesting management by objective used as the organization strategies for those government sectors, public sectors and private sectors, specifically in the Zanzibar commission of tourism, because this strategy that impact the workplace performance and organizational performance.

Lastly, the government sectors, public sectors and private sectors should have specific strategies so as to insure that strategy of management by objective remaining to be

implemented within those government sectors and private sectors, so as to impact the workplace performance and organizational performances.

5.6 Limitations of the Study

The limitation of this study concentrated much on lack of cooperation for some respondents. A researcher is facing the problems of lack of cooperation for some respondents, some respondents had feared to give cooperation during the time of data collections, because they thought that a researcher was going to understand their confidential information for their organizations, although the question of time consuming caused the serious problems to the researcher, because a researcher was self-employed. So, more effort was made to convince them to respond accurately because the information provided will be used for academic purpose only. So for somehow, a researcher was under difficult time but the limitation resolved successfully.

Also, another limitation appeared on research question for some respondents, because some respondents did not understand well the concept of management by objective within their organization to comparing with heads of department and heads of divisions have revealed that have understood the concept of management by objective, despite of problems faced within this study a researcher used different technique or procedure to overcome those problems such as to advised employees not feared to provided cooperation during the data collection, because this study is for academic purpose and not otherwise, also a researcher provided a short knowledge about the concept of MBO especially for lower level employees.

5.7 The Area for Further Studies

Based on the findings and conclusion made on this study researcher recommended that, further study can be done to investigate the factors influencing the implementation of Management by Objective (MBO) in public organization. Also motivation factors for employees on the implementation of the strategies of management by objective on organization performance, for the purpose of extending the clear knowledge on MBO in Zanzibar and Tanzania in general.

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APPENDICES

Appendix I: Structured Interview for Heads of Department and Heads of Division in Zanzibar Commissions of Tourism on Investigation the Impact of Management by Objective on Work Place Performance

Kindly answer these questions carefully and briefly

1 Do you think that management by objective impact workplace performance in your organization, if yes how?

.....

.....

.....

.....

.....

2 Do you think that have any challenges that affected the strategies of management by objective on work place performance, if yes how?

.....

.....

.....

.....

.....

3 For your opinion, what are the levels of managerial participation for subordinates and staff members on setting the department goals or organization goals, Explain briefly?

.....

.....

.....

.....

.....

4For your views and job experience, do you think that your organization done the performance review and evaluating the performance results so as to accomplished the strategies of management by objective. If yes how?

.....

5 Do you think that the performances standards have affected the work place performance, if yes how?

.....

1. Briefly explain your date of birth?

2. Briefly identifying or explain your genders position?.....

3. Briefly explain your highest level of education?

4. Please explain your marital status, are you married or single? Say your position

.....

5. Please explain your length of services since you have been employed?

.....
.....

6. Please explain your job position within the organization?

.....
.....

**Appendix II: Questionnaire for Zanzibar Commissioner of Tourism Employees
on Investigation the Impact of Management by Objective on Work
Place Performance**

Please tick the appropriate one

1) Age of Respondents

20 – 30 ()

30 – 40 ()

40 – 50 ()

50 – 60 ()

2) Sex

Female ()

Male ()

3) Education Level

PHD ()

Postgraduate ()

Masters ()

Degree ()

Diploma ()

Certificate ()

Secondary Education (O – Level) ()

4) Marital Status

Single ()

Married ()

5) How long you have been employed.

3-- 10 ()

10 -15 ()

- 15 – 20 ()
- 20 – 25 ()
- 25 – 30 ()
- 30 – 35 ()
- 35 – 40 ()
- 40 – 45 ()
- 45 – 50 ()

6) Job position

Please tick the appropriate one

SA Strong agree, A Agree, D disagree, SD Strong disagree

S/N	STATEMENT	SA	A	SD	D
	Challenges of MBO				
1	Both organization members commitment on implementation the policy of management by objective so as to address the challenges of MBO				
2	Organization is effectively usefulness of human capital so as to remove the challenges of MBO				
3	Top leadership support the policy of MBO so as to address the challenges of MBO				
4	Organization have vertical and horizontal linkage between top, middle and lower level management, so as to remove the challenges of MBO				
5	Organization have enough operational resources such as finance resources and equipment resources, so as to address the challenges of MBO				
6	The organization members have understanding the policies of management by objective on address the challenges of MBO				
7	The policies of job satisfaction are implemented so as to				

	remove the challenges of MBO				
8	Payments of salaries considered employee profession, skill, experience, and job performance, so as to remove the challenges of MBO.				

S/N	STATEMENT	SA	A	SD	D
	Managerial participations				
1	Superior and subordinator have managerial participations on setting the department goals				
2	Organization members are participate on decision making within the organization				
3	Minimum wage uses as the organization strategies for subordinators and organization members				
4	Superiors leading and organizing their subordinators by uses the democratic style of leadership				
5	Both superiors and organization members have responsibility on implemented the strategies of MBO				
6	Employee selection done through the board of directors				
7	Organization members are jointly collaborations on setting the overall organization goals				
8	Every employees are understanding their duty or responsibility according to the job description				

S/N	STATEMENT	SA	A	SD	D
	Results of MBO				
1	Top leadership done periodic performances review on assessment the results of MBO				
2	The organization goals are achievable due to the agreement of the organization members				
3	The department goals and individual target should be				

	measurable due the time agreement and realistic of goals setting				
4	The strategies of MBO uses as a tools for impact the workplace performance				
5	The annual performance review uses as a sources for recycle of new strategies				
6	Superior or top leadership they evaluated and monitoring the organization results				
7	Top leadership take the new strategic action due to the weakness of the past strategies				

S/N	STATEMENT	SA	A	SD	D
	Performance Standards				
1	Superior setting the performance standards for employees on assessing the impact of workplace performance				
2	Employees performed their duty for the consideration their professional or skills				
3	Quality of providing services for employees satisfied the organization demands				
4	Management by objective uses as a method of performance appraisal for evaluating employees effectiveness and organization for all				
5	The quantity of providing services for employees are related to the organization goals				
6	Employees receive performance feedback due to their performance effectiveness or ineffectiveness				
7	The performance standards are achievable on the predetermine period				

S/N	STATEMENT	SA	A	SD	D
	Workplace Performance				
1	Employee given the training related to their knowledge gap and demand of the organization				
2	Job rotation and induction program uses as the strategies for expanding knowledge and experience for employees and organization members				
3	Promotion and demotion of employees which considered their job effectiveness and employee professional				
4	off job training and on job training are the organization strategies for building effectiveness and experience for employees				
5	Hierarch of needs of motivation is used as motivation strategies to impact the workplace performance				
6	Organization rule and regulation are implemented for both organization members				
7	Division of labor and specialization uses as a principle of administration for employees				

Appendix IV: Research Clearance Letter

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: PG 201702396

Date: 1st December 2019

Commissioner of Tourism
P. O. Box 1410
ZANZIBAR

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 later, the Open University 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, **Muhsin Khatib Mohamed, Reg No: PG201702396** pursuing **Master Degree of Human Resource Management**. We hereby grant this clearance to conduct a research titled: **“Investigating the Impact of Management by Objective on Workplace Performance in Public Sector Zanzibar: A Case of Zanzibar Commission of Tourism”**, he will collect his data in Zanzibar, from 10th December 2019 to 7th February 2020.

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 thanks you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

Prof. Hossea Rwegoshora
For: VICE CHANCELLOR
THE OPEN UNIVERSITY OF TANZANIA

Appendix V: Plagiarism Report

INVESTIGATING THE IMPACT OF MANAGEMENT BY OBJECTIVE ON WORKPLACE PERFORMANCE IN PUBLIC SECTOR ZANZIBAR CASE STUDY ZANZIBAR COMMISSION OF TOURISM

ORIGINALITY REPORT

13%	10%	2%	9%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

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2	Submitted to Eiffel Corporation Student Paper	1%
3	Submitted to Higher Education Commission Pakistan Student Paper	1%
4	Submitted to Institute of Accountancy Arusha Student Paper	<1%
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6	scholar.mzumbe.ac.tz Internet Source	<1%
7	Khavit Islami, Enis Mulolli, Naim Mustafa. "Using Management by Objectives as a performance appraisal tool for employee satisfaction", Future	<1%