

**IMPACT OF WORKING ENVIRONMENT TOWARDS REALIZATION OF
ORGANIZATION OBJECTIVES:**

THE CASE STUDY OF MWANZA CITY COUNCIL

**IMPACT OF WORKING ENVIRONMENT TOWARDS
REALIZATION OF ORGANIZATION OBJECTIVES:
THE CASE STUDY OF MWANZA CITY COUNCIL**

By

Judith Donald

**Dissertation Submitted in Partial/Fulfillment of the Requirements for Award of the
Masters Degree of Business Administration (MBA) Corporate Management of
Mzumbe University.**

2015

CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by Mzumbe University – Mwanza Campus a research entitled: “Impact of working environment towards realization of organization objectives a case study of Mwanza City council” in Partial Fulfillment of the Requirement for the Master of Business Administration of Mzumbe University - Mwanza Campus.

Name: Nicholaus Tutuba

Signature

Major Supervisor

Name: _____

Signature

Internal Examiner

Accepted for the Board of

Signature

DEAN/DIRECTOR

FACULTY/DIRECTORATE/SCHOOL BOARD

DECLARATION

I, Judith Donald, declare that, this research study is my own original work and it has not been presented and will not be presented to any other university for a similar or any degree award.

Signature

Name: Judith Donald

Date:

COPYRIGHT

© 2015

This research is copyright protected under the Berne Convention for the Protection of Literary and Artistic Works of 1886, as latest amended in Paris Act of 1979, which Tanzania become party to the convention in 1994 and other international enactments, in that behalf, an intellectual property. It may not be produced by any means, in full or in part, except for short extracts in fair dealing, for research or private study, critical scholarly review or discourse with an acknowledgement, without written permission of the Dean, on behalf of both the author and Mzumbe University.

ACKNOWLEDGEMENT

I wish to express my sincere gratitude to all those who have made it possible for the accomplishment of this research.

First, I thank God for his grace and mercy for providing me with good health, courage and patience granted to me during my studies at Mzumbe University. I offer special thanks to my family and relatives for their material and moral support that helped me accomplish this task.

Second, I wish to express my heartfelt thanks to Mwanza City Council employees for their support during the course of data collection for this research.

Third, Mr. Nicholaus Tutuba my supervisor for his patience, understanding and ultimate cooperation to me during writing of this research.

Finally, I wish to thank my lovely mother Lucy Donald, brothers Makere and Naphtali who helped me in one way or another for the accomplishment of this research. As well as my friends Shedrack, Neema and Mary.

May Almighty God bless them all.

DEDICATION

This research is dedicated to my beloved parents Mr. Donald Muruga my lovely father who passed away (may his soul rest in peace) and my lovely mother who has always been a great support in my life and pursuing my studies. Also my beloved family Boniphace, Deus, Hezbon, Fred, Winnie, Sia, Lisa, Lola, Aika. God bless all of them..

ABBREVIATION

SPSS – Statistical Package for Social Science

MBA – Masters in Business Administration

ABSTRACT

The workplace environment impacts employee morale, productivity and engagement - both positively and negatively. The purpose of this thesis was to investigate on the impact of working environment towards realization of organization objectives a case study of Mwanza City council. In order to understand the study aim, four goals were developed and these are following.

- i. To assess how working condition affect employees performance
- ii. To understand relationship between the poor working condition and their work performance.
- iii. To assess how poor treatment of employees affecting the employee's performance.
- iv. To suggest the measures to improve the working conditions for better employees performance.

A qualitative and quantitative research approach of the data collection was adopted using a questionnaire comprising of 12 questions distributed to 30 respondents. Based on this sample the results obtained indicate that it is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job. Creating a work environment in which employees are productive is essential to increased profits for your organization, corporation or small business. The relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment.

Table of Contents

CERTIFICATION	i
DECLARATION	ii
COPYRIGHT.....	iii
ACKNOWLEDGEMENT	iv
DEDICATION	v
ABBREVIATION.....	vi
ABSTRACT.....	v
LIST OF TABLES.....	xi
LIST OF FIGURES.....	xii
CHAPTER ONE	1
1.0 Introduction.....	1
1.1 Background of the study	1
1.2 Statement of the problem	3
1.3 Objectives of the Study.....	4
1.3.1 Main Objective.....	4
1.3.2 Specific Objectives	4
1.4 Research questions.....	5
1.5 Significance of the study.....	5
1.6 Limitation of the study	5
1.7 Delimitation of the study	5
CHAPTER TWO	6
LITERATURE REVIEW	6

2.1 Introduction.....	6
2.2 Theoretical Framework.....	6
2.2.1 Meaning of work environment.....	6
2.2.3 Job aid.....	10
2.2.4 Supervisor support.....	11
2.2.5 Physical work environment.....	12
2.2.6 Job aid and employees performance.....	13
2.2.7 Supervisor support and employees performance.....	14
2.2.8 Physical work environment and employees performance.....	15
2.3 Empirical Literature review.....	16
2.4 Conceptual framework.....	23
RESEARCH METHODOLOGY.....	26
3.1 Introduction.....	26
3.2 Research Design.....	26
3.3 Study Area.....	26
3.5 Sample and Sample Size.....	27
3.5.1 Sampling Techniques.....	27
3.5.2 Sample size.....	27
3.6 Source of Data.....	27
3.6.1 Primary Data.....	27
3.6.2 Secondary Data.....	27
3.7 Data Collection Method.....	28
3.7.1 Interview.....	28
3.7.2 Questionnaire.....	28

3.8 Data Analysis.....	28
3.8.1 Qualitative Approach.....	28
3.8.2 Quantitative Approach.....	29
3.9 Ethical considerations.....	29
RESEARCH FINDINGS.....	30
4.1 Introduction.....	30
4.2 Respondents characteristics.....	30
4.3 Descriptive analysis.....	34
SUMMARY, CONCLUSION AND RECOMMENDATION.....	50
5.0 Introduction.....	50
5.1 Summary.....	50
5.2 Conclusion.....	52
5.3 Recommendation.....	53
References.....	56
APPENDIX I.....	65

LIST OF TABLES

Table 1: Age of Respondents	30
Table 2: Gender Respondents.....	31
Table 3: Education Background.....	33
Table 4: Space and Facilities required doing the job.....	34
Table 5: Relationship with Supervisors at the workplace.....	35
Table 6: Equality of Treatment at the work place.....	37
Table 7: Communication System at the work place.....	38
Table 8: Environmental factors are conducive to work.....	40
Table 9: Procedures to identify and control hazards.....	41
Table 10: Factors attending Employees attitude at workplace.....	43
Table 11: Physical aspects influencing Employee’s Performance at the workplace....	45
Table 12: Job factors motivating Employees Performance to attain the target.....	47

LIST OF FIGURES

Figure 1: Age of Respondents.....	31
Figure 2: Gender Respondents.....	32
Figure 3: Education Background.....	33
Figure 4: Space and Facilities required doing the job.....	35
Figure 5: Relationship with Supervisors at the workplace.....	36
Figure 6: Equality of treatment at the workplace.....	38
Figure 7: Communication System at the workplace.....	39
Figure 8: Environmental factors are conducive to work.....	40
Figure 9: Procedures to identify and control hazards.....	42
Figure10: Factors attending Employees attitude at workplace.....	44
Figure 11: Physical aspects influencing Employees' performance at the workplace....	46
Figure 12: Job factors motivating Employees' performance to attain the target.....	49

CHAPTER ONE

1.0 Introduction

The study investigated on the challenges on poor working environment towards affecting employees' performance. This chapter presents the background of the study, statement of the problem, objective of the study, significance of the study and limitations of the study.

1.1 Background of the study

Workplace environment play an important role towards the employees' performance. The factors of workplace environment give an immense impact to the employees' either towards the negative outcomes or the positive outcomes (Chandrasekar, 2001). Over the last decades, the factors of work environment of the office workers had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work processes (Hasun & Makhbul, 2005).

According to Boles et al. (2004), when the employees' are physically and emotionally have the desire to work, then their performance outcomes shall be increased. Moreover, they also stated that by having a proper workplace environment, it helps in reducing the number of absenteeism and thus can increase the employees' performance which will leads to the increasing number of productivity at the workplace. Some research had shown that there are some positive affects when applying a proper workplace environment strategy such as the machine design, job design, environment and facilities design (Burri & Halander, 1991).

Therefore, Chandrasekar (2011) had stated that the connection or relationship between the work, workplace, tools of work had becomes the most important aspect in their work itself. In this research, several factors of the workplace environment that affects the employees' performance will be determined and also be discussed. The factors of workplace environment that had been determined are job aid, supervisor support or

relationship, opportunity to get promoted, performance feedback, goal setting, workplace incentives, mentoring, coaching and also the physical work environment.

Employees' performance level is depending on the quality of the employees' factors workplace environment which are the job aid, supervisor support and also the physical workplace environment. The three factors determine on how the employees' get engaged or attached to the organization. By conducting this project, the researcher could be able to identify the factors that could contribute to workplace environment that affect employees' performance.

Nowadays, organizations must be aware of their potential workforce due to the competitive business environment. There are key factors in the employees' workplace environment that could give a great impact towards the motivation and performance level. The factors of workplace environment also give a great impact towards the changes of lifestyle, work-life balance and also the health fitness whether towards the positive or negative impact (Chandrasekar, 2011).

Referring to this matter, research need to be done in order to identify the main contributor to the employees performance and investigate on how the workplace environment in term of the job aid, supervisor support or relationship and physical work environment affect employees performance at the workplace.

The concept of 'workplace performance' means that the factor of workplace environment that is being provided by the employer to their employees that could support the employees performance at work (Clements-Croome, 2006). By having a high level performance of employees, it will increase the levels of the corporate productivity and thus will increase the company's profit.

According to Leaman (1995), he stated that those employees who have their performance affected by the workplace environments are those who always complaints on the discomfort and dissatisfaction at the workplace. Some of the example of variables that could leads towards the discomforts of the employees are such as the lightings, ventilation and also noise (Evans & Cohen, 1987). The functional comfort can be defined as in which level that the employees can perform their task in their current factors of workplace environment (Visher, 2008).

In the other hand, the factors of work environment are associated with the effects on work on health (Ettner & Grzywacs, 2001). Based on the research done by Ettner and Grzywacs, they stated that most of the respondent rated that the factors of work environment gives impact on their job. Therefore, it also shows that workplace environment factor has a very strong relationship towards the health, facilities and performance (Shikdar & Sawaqed, 2003).

The workplace design might result in physiological and psychological reactions whether direct or indirectly. This might result into a long term reaction which includes the decreased in performance (De Croon, 2005).

Therefore the study investigated on the challenges on poor working environment towards affecting employees' performance.

1.2 Statement of the problem

The work environment to a large extent is a major determinant in employee performance in any organization. A study by Roelofsen (2002) indicates that improving the working environment reduces complaints and absenteeism while increasing productivity. There is adequate empirical evidence linking workplace conditions to job satisfaction (Wells, 2000).

In recent years, employees comfort on the job, determined by workplace conditions and environment has been recognized as an important factor for measuring their productivity. Employee job satisfaction affects the quality of service in the education sector with a consequent effect on the degree of student performance and general output of the employee involved. Therefore, efforts to improve employee job satisfaction can create satisfied employees with a positive effect on student performance and general output of the employee. Organizations must therefore know how to manage a diverse group of workers because as this will aid in recruitment and retention of talented employees and ensure high levels of job satisfaction. Hence, Heartfield (2012) is of the opinion that in order to create an environment for employee satisfaction that can aid performance in workplace (emphasis added), it is vitally important to know which key factors affect employee satisfaction.

Therefore, based on this problem, a study is needed to be done to determine whether the challenges for poor workplace environment could affect the employees' performance.

1.3 Objectives of the Study

1.3.1 Main Objective

The main objective of the study was to investigate on the impact of working environment towards realization of the organization objectives a case study of Mwanza City council.

1.3.2 Specific Objectives

- i. To assess how working condition affect employees performance
- ii. To understand relationship between the poor working condition and their work performance.
- iii. To assess how poor treatment of employees affecting the employee's performance.
- iv. To suggest the measures to improve the working conditions for better employees performance.

1.4 Research questions

- i. How poor employee working conditions affect their performance?
- ii. What are relationship between the poor working condition and workers performance?
- iii. How poor treatment of employee affecting the employee's performance?
- iv. What are the measures to improve the working conditions for better employee's performance?

1.5 Significance of the study

The finding of the study enables the organization to know the factors that hinder proper working environment to the organization performance and way to solve the problem. The study helps to improve working environment for the staff. The study used as a reference to other researchers who intend to conduct a research on the similar problem.

1.6 Limitation of the study

Biased information is likely to be obtained from public servants as they may have negative attitude. Confidentiality of information the public servants might be worried to provide confidential information to the researcher in fear of being exposed.

1.7 Delimitation of the study

These challenges were overcome by ensuring cooperating with the employees in the organization to ensure enough data collection. Also study being loyal to them to assure that their confidential issues is being preserved.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Therefore this chapter reviews of the theoretical framework, empirical literature review, and conceptual framework.

2.2 Theoretical Framework

2.2.1 Meaning of work environment

The need to provide a safe work environment for employees has had a long history in human resource management. Spector and Beer (1994) acknowledged that work systems cannot only affect commitment, competence, cost effectiveness and congruence but also have long term consequence for workers' well being; there are some evidences to indicate that work systems designs may have effects on physical health, mental health and long activity of life itself. Conducive work environment ensures the well being of employees which invariably will enable them exert themselves to their roles with all vigor that may translate to higher productivity (Akinyele, 2007).

Kohun (1992), defines work environment as an entirety which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. Work environment is the sum of the interrelationship that exists within the employees and the employees and the environment in which the employees work. Brenner (2004) was of the opinion that "the ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge". In addition, he argued that work environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity. However, work

environment when appropriately designed, motivates employees toward higher productivity.

Work environment, according to Opperman (2002), is a composite of three major sub-environments via: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities.

The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity. Organizational environment include systems, procedures, practices, values and philosophies. Management has control over organizational environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality. Thus, issues of organizational environment influence employee's productivity.

Kyko (2005) posited that there are two types of work environment. These are identified as Conducive Work Environment and Toxic Work Environment. Conducive work environment gives pleasurable experience to employees and enable them to actualize their abilities and behavior. It also reinforces self-actualizing behavior for instance, an irresponsible employee changing into a responsible employee in a conducive work environment. Toxic environment according to him brings about unpleasant experiences and at the same time, deactualize employees' behavior. It reinforces low self-actualizing behaviors and it leads to the development of negative traits of the employees' behavior. However, in a toxic work environment, responsible and sensible employee can change

into irrational and irresponsible employee as a survival strategy (Kyko, 2005). He identified six factors which contribute to a toxic work environment hence contributing to low productivity of workers. These factors are opaque management, biased boss, and company's policies, working conditions, interpersonal relationship and pay.

According to Yesufu (1984), the nature of the physical condition under which employees work is important to output. Offices and factories that are too hot and ill-ventilated are debilitating to effort. There should be enough supply of good protective clothing, drinking water, restrooms, toilets, first aids facilities etc. Both management and employees should be safety conscious at all times and minimum or requirement of the organizations act must be respected. These factors may be important; yet believing that the attitude and management style of mid-level managers are what really influence employee productivity. Though one of the primary tasks of the managers is to motivate people in the organization to perform at high levels (Steers & Porter, 2000, Christensen, 2002).

It is generally agreed that the more manager can answer the question of what motivates their employees accurately, the more effective they will be at enhancing performance and advancing the notion of organizational accountability (Chernis & Kane, 2004). Lambart (2005) opines that "labor productivity is rarely measured directly but inferred from changes in employees' attitude and behavior such as organization commitment, organizational citizenship behavior and job satisfaction". An effective work environment management entails making work environment attractive, creative, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and purpose in what they do (Brenner, 2004).

2.2.2 Employees performance

The most important dependent variable is the employees' performance (Borman, 2004). According to Sinha (2001), that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. Further he stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance.

An employees' performance can also be determined as a person's ability to perform also including the opportunity and willingness to perform as well. The meaning of willingness to perform means that the desire of the employees in putting as much effort towards their job (Eysenck, 1998).

However, Howell and Hall-Merenda (1999) has a different point of view regarding this employees' performance. Howell stated that employees' performance is all about social standing which also related to the point of view that being stated by Greenberg and Baron (2000). Greenberg and Baron had stated that it gives a positive impact on the relationship in between of the job performance and also the vocation.

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

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

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

There are two types of employees' behavior that could lead to the employees' performance (Borman & Motowidlo, 1993). The two types of employees' behavior are the task performance and also the contextual performance (Kiker & Motowidlo, 1999).

According to Motowidlo and Van Scotter (1996), a task performance can be measured by seven criteria and based on the result of the job analysis; it could be used for the identification of task and behavior of the employees. In the other hand, in term of the contextual performance, based on the previous study, twenty five contextual performances were generated. Some tools had been generated and being implemented in the city.

As to monitor the employees' performance effectively, a system should be implemented. This system is called the employees' review system. This system usually consist of on-the-job coaching, performance appraisals, counseling session, interviews and also the performance improvement plans which shows the improvement of employees performance (Stark & Flaherty, 1999).

2.2.3 Job aid

A job aid is called a repository to gain information, the process and also the perspectives. A job aid is the external aid to an individual. The purpose of this job aid is to support the work activity (Rossett & Gauier- Downes, 1991). But, according to Wurman (1989), he stated that a job aid is not information until a person who gets the job aid had gained knowledge or understanding from the job aid itself.

A job aid can represent a company with a self-service workplace which employees will learn on their job by themselves (Van Dam, 2005). According to the article written by

Moore, a job aid means that a written tool which provides guidance to the employees in an organization. The example of job aid is such as the steps of the instruction on how to complete the appraisal form. It will help the employees get it done efficiently. Job aid has their own role play of helping the employees to deal with the challenges around them (Carr, 1992).

Meanwhile, Harless (1986) which also known as the father of job aid had stated that a job aid can reduce the number of time taken compared to attending a training program. The time taken by the training program is four to five time more than using a job aid. Therefore, by using a job aid, it will help by not wasting the employees' time. The statement was being supported by Levy (2004) which she also agreed that the employees do not have much time attending courses searching for information that they needed.

A job aid is being used by the employees as to support them in term of giving direction or procedure. A procedure is a sequence of action that shows the steps of a certain job. A job aid that determines the procedure will include the action, order and results (Pipe, 1986).

2.2.4 Supervisor support

According to Blau (1964), there is a framework in visualizing the relationship between the employees and supervisor. The purpose of having the framework is to see the commitment of the supervisor toward the employees. A supervisor is a force bind relationship to the employees which they will need to be attached together (Mayer & Herscovitch, 2001).

An informal mentoring need to be done by the supervisors in order to create a mutual understanding and relationship in between the supervisor and the employees. By having this mutual understanding, it will create a mutual satisfaction between them (Allen et al., 2000).

A supervisor is also known as a person with an experience leader, a person who can solve problem and also the role model at the first level of organizational management (Adair, 1988; Nijman, 2004). Therefore, as an experience leader, the supervisors had always being involved in conducting a training program. The training program that is being conducted are such as establishing the objectives, selecting the trainer, developing a lesson plans, selecting the program method and techniques that is being used, preparing the materials, scheduling the program and also conduct a training needs analysis (Adair, 1988; Elangovan & Karakowsky, 1999).

According to Rabey (2007), she stated that a supervisor could be a trainer to the employees as the trainer will assist the employees in getting their job done by guiding the employees on the operational process especially when it comes to a new operational procedure. There are a few aspects that could be seen in a role of a supervisor based on an academic point of view. The aspects are such as the style, the level of competency, and also the characteristic (Moses, 1994).

2.2.5 Physical work environment

A physical work environment can result a person to fit or misfit to the environment of the workplace. A physical work environment can also be known as an ergonomic workplace. Researches on the workplace environment need to be done in order to get an ergonomic workplace for every each of the employees. By having this ergonomic physical workplace at their workplace, it will help employees from not getting the nerve injury (Cooper & Dewe, 2004).

Moreover, based on Brill et al. (1985), they had stated that there are a few factors of physical work environment that need to be improved. The factors are such as lightings, the floor configuration, office layout and also the furniture layout.

According to McCoy and Evans (2005), they stated that the elements of physical work environment need to be proper so that the employees would not be stress while getting their job done. In their article, they also stated that the physical element plays an important role in developing the network and relationship at workplace.

Result of the employees' performance can be increased from five to ten percent depending on the improvement of the physical workplace design at their workplace (Brill, 1992). According to Amir (2010) there are elements that related to the physical environment. There are two main elements which are the office layout plan and also the office comfort. Amir (2010) also stated that a physical workplace is an area in an organization that is being arranged so that the goal of the company could be achieved.

2.2.6 Job aid and employees performance

According to Rossett and Gauier (1991), they stated that the purpose of job aid is to direct and guide as to enlighten the employees performance. Job aid also helps in order to support the employees' performance.

Moreover, Moore had stated in her article that the job aid is being used to guide the job performance in real time. In this article, it means that by having this job aid it will support the employees to perform. She also stated that the job aid needs to be plan as for the development so that it can be used as to obtain the optimal use for performance.

An example of a military performance had been reviewed by Duncan (1985) regarding the military reliance on job aids between 1958 and 1972 which is significant and positive contribution toward the military performance. Duncan also stated that based on the results of military analysis, job aid saved money without jeopardizing employees work performance.

There are three way to increase performance based on the job aid (Cavanaugh, 2004). The first way is through the external support which means that the employees need to take leave from work and look for the source as for their reference to their job. The second way is through the extrinsic support. An extrinsic support means that the job aid is being given within the system itself. As for the third way, it is called the intrinsic support. An intrinsic support is an insider or software that is being used as for the efficiency of workflow.

2.2.7 Supervisor support and employees performance

A supervisor support could leads to the employees' performance but there is in a case that the supervisor had failed in supporting their employees. For example, the miscommunication between the employees and the supervisor in term of delivering the information or process on the job to the employees (Harris et. al., 2000). As a result to this miscommunication, it will leads to the employees' job performance (Chiaburu & Takleab, 2005).

In the other hand Foxon (1993) and Nijman (2004) stated that if the supervisor is having a very good communication skill especially during the training program, the employees will probably increase their competency and job performance.

In order to gain the employees performance, both party in between the employees and supervisor needs to play their part which is to commit with the relationship. If full commitment is given, it will leads to positive result to the performance from the employees (Blau, 1964).

Nowadays, a different mindset is being argued as to create the commitments between the employees and supervisors which will explain on the employees' performance. Therefore, Meyer et al. (2004) had stated that the supervisor commitment mindset may be the intermediaries between the employees' commitment and performance.

Moreover, there is also a present study on how do the commitments being combined together as to predict the employees' performance. Based on the result, it shows a major outcome of the dyadic relationship (Gerstner & Day, 1997). Moreover, they also stated that supervisor can leads to enhancing the employees' behavior. Enhancing employees' behavior are such as sharing information, giving support, feedback recognition and reward. Meanwhile, supervisor also supports the employees in making the resources for the employees. The examples of the resources are such as the time, tool and providing training.

2.2.8 Physical work environment and employees performance

There are a few factors that could affect employees' performance in term of the physical work environment. The factors are such as the lightings of the workplace (Boyce et al., 2003).

There are also some other disturbance that could affect the employees performance. The other disturbances are such as noise which will cause discomfort on the employees and thus reduce the employees' productivity (Hedge, 1986).

In addition, the satisfaction of the employees can result to the performance of the employees. Therefore, in order to make the employees satisfied, the factor of physical workplace that had been mentioned by Brill et al. (1985) need to be applied to all workplace.

Furthermore, McCoy and Evans (2005) stated that once the employees had become stressors at the workplace, the employees have the high potential of getting their job done very slowly and it will affect the employees' performance.

An employees could be affected depending on the task they are given and also the environment of the place they are working. By having a good environment, the

employees could apply their energy and their full attention to perform work (Visser, 2007)

2.3 Empirical Literature review

Job performance is a very significant factor affecting profitability of an organization (Bevan, 2012). Inefficient job performance will bring about a tragedy to the organization as associated with lower productivity, profitability and impairment of overall organizational effectiveness (Cooke, 2000; Okoyo & Ezejiofor, 2013). As pointed out by Viswesvaran and Ones (2000), job Performance is the core construct of today's work place. Job performance is defined as behaviors or activities that are performed towards achieving the organization's goals and objectives (Motowidlo, Borman, & Schmit, 1999). Performance is important for organizations as employee performance leads to business success and performance is important for individual as accomplishing tasks can be a source of satisfaction (Muchhal, 2014).

Existing research has established a link between working conditions and job performance (Fine & Kobrick, 1978; Mohapatra & Srivastava, 2003; Naharuddin & Sadegi, 2013, Brill, Margulis, & Konar, 1985; Naharuddin & Sadegi, 2013; Chandrasekarr, 2011; Dolden & Ward, 1986; Davis, 1984; Vischer, 2008). Having the right environmental factors both physical and psychosocial will lead to increase performance (Buhter, 1997; Chandrasekar, 2011). Khan et al. (2011) investigated in their study the impact of workplace environment and infrastructure on employees' performance among a sample of 150 respondents from the education sector in Pakistan and concluded that incentives at workplace had a positive impact on employee's performance while infrastructure at workplace had no significant impact on employees. A large number of works environmental studies have been conducted in office environments. For example, one study suggested the management should make an additional investment in ergonomic tables and chairs to enhance worker's productivity (Miles, 2000).

Additionally, some studies have examined the impact of work environmental factors such as the height and thickness of workstation partitions, furniture measurements and the amount and availability of file and work storage on individual and team performance (Visher 2008). Kahya's (2007) study concluded that there is an impact of job characteristics and working conditions on job performance in a manufacturing setting. Studies in the context of hotel sector have shown that working conditions in the hotel sector are poor (Wight & Pollert, 2006). Yet, no study has been conducted to examine the environmental conditions on job performance in the context of hotel workers in Britain, to the best of researcher's knowledge so far. With regard to the hotel sector jobs, environmental conditions range from ordinary to extreme conditions in terms of the factors such as heat, humidity, noise, smell, light, and dust. Identifying the impact of work environment on job performance of hotel employees will contribute to understand ways in which managers can enhance job performance of workers.

Therefore, in an attempt to fill this research gap, this study investigates the impact of work environment factors on performance related matters within the context of hotel sector in Britain.

One of the most known constructs of job performance adds to the association between motivation and job performance. Motivation directs certain behavior toward achieving a specific goal (Sansone & Harackiewicz, 2000). Previous research have demonstrated that motivate employees are inclined to be more productive than non-motivated employees (Chaudhary & Sharma, 2012; Afful-broni, 2012). Aisha and colleague's (2013) found that the variables incentives, motivation and working conditions have a significant effect on employee performance in an Indonesian university.

Previous studies have also examined the impact of moderating and mediating role of motivation on workplace characteristics and outcomes relationship. Therefore, scholars have suggested that more research on mediating variables in workplace conditions and

outcome studies are needed (Carr, Schmidt, Ford, & Deshon, 2003; Ostroff, 2003). For example, Kuvaas (2006) found that intrinsic motivation both moderated and mediated the relationship between performance appraisal satisfaction and work performance. Also, Geister and Hertel (2006) found that initial motivation moderated the online feedback-performance improvement relationship. Guo and colleague's study (2014) examined the mediating role of intrinsic motivation on the relationship between developmental feedback and employee job performance.

Barrick, Stewart and Piotrowski (2002) tested a model that examines the mediating effect of motivation on the relationship between personality traits and performance in a sales job. Parker and colleague's (2003) tested the mediating role of motivation in a combination of several studies. In light of the above empirical evidence presented, I propose that motivation may act as a moderator in the work environment and job performance relationship. Therefore, the model in the current study is a mediate one where it is proposed that motivation act as mediator: "mediators explain how external events take on internal psychological significance" (Baron and Kenny, 1986). The mediating effect of motivation on the relationship between work environmental factors and Job performance has not been examined in previous researches. The aim of this study was to test the relationship between work environmental factors and job performance (e.g., task and contextual performance) with work motivation and the extent to which this relationship is mediated by work motivation among a sample of hotel workers in the Great Britain. The study proposed to test a probable unified hypothesis: motivation, as a very conspicuous and handy factor in the context of hotel workers, is an essential functional link between physical work conditions and the final outcome from job performance.

According to Roelofsen, (2002) (as cited in Amir and Shahibzada, n.d) working environment is one of the essential human requirements that enable people to perform their work effectively under defined conditions. As explained by Gan & Haynes (n.d),

today organizations are operating in highly turbulent environment and the global workforce is now mobile than ever before that indicates that organizations are not competing for talent nationally but also at international level. Such demands arises the need and compel organizations to compete and attract and retain the best human capital. Therefore, Gay & Haynes, (n.d) emphasized that organizations must pay attention to occupier's preferences and also identified that by adopting workplace design strategy organizations can survive in the highly competitive environment.

Several studies have attempted to explain work environment in different areas, some of the examples are employee turnover (Martin 1979), job satisfaction (Iaffaldano & Muchinsky, 1985), employee turnover, job involvement and organizational commitment (Sjöberg & Sverke 2000) (as cited in Sohaib, Noor, Trimzi & Bashir, 2009). Zeytinoglu & Denton, (2005) (as cited in Sohaib, Noor, Trimzi & Bashir, 2009) highlighted the importance of work environment and stated that it is one of the factors that affect employee's decision to stay with the organization. Ramlall, (2003) (as cited in Sohaib, Noor, Trimzi & Bashir, 2009) also emphasizes on the importance of work environment and discussed that it is very essential to identify and understands the emerging needs of individuals to keep them committed and provide the work environment as necessitate and demanded. Milory, (2004) (as cited in Sohaib, Noor, Trimzi & Bashir, 2009) investigated that people strive to and feel pleasure in working for those organizations that provide positive work environment.

Earle, (2003) also discussed the idea that work environment is an effective tool to attract and retain employees. He further stated in his study about an independent research conducted on factors influencing employee's decision to accept or reject a job. This study was commissioned by American Society for Interiors Designer (ASID). 663 adults were given carte blanche to list down those influencing factors. The results revealed that 62 percent of respondents cited Compensation as the number one factor, while benefits and workplace acquired the second position being cited by 22% and 21% respectively.

Physical workplace also stood at second position, when the factors of job satisfaction analyzed and explored. It was further observed that employees who were happy with their physical workplaces were 31% more likely to be satisfied with their jobs than those who were not. When employees were specifically asked whether a physical workplace would affect their decision to join a position 41% said that it would while, when the job seekers were asked whether a physical workplace would affect their decision to leave an organization, 51% said it would.

Visher, (2008), emphasized that it would be helpful for employers and decision makers to study and apply research evidence to consider environmental design as an investment in the workforce. A new concept of "ba" has been introduced, which is now a days the focus area of study for many researchers. The term "ba" indicates an environment that supports and encourages knowledge creation, not only through the design of space but also through the structure and operations of the social and cultural environment (Visher, 2008). Nenonen, (2004) (as cited in Visher, 2008), highlighted the importance of emerging concept of "ba" and stated that it provides a new insight for analyzing how features of organization add value to an organization's human capital.

There has been huge amount of scientific research conducted by Roelofsen (2002) (as cited in Amir and Shahibzada, n.d), the findings indicated that improving working environment results in decrease in the number of complaints and absenteeism and increase in productivity. Govindarajulu (2004) (as cited in Amir and Shahibzada, n.d), also highlighted that in twenty-first century, businesses are moving towards more strategic approach of environmental management to enhance their productivity through improving and managing performance level of employees.

Rollos, (1997) (as cited in Hameed and Amjad 2009), stated that when people produce something with least effort, this is known as productivity. Sutermeister, (1976) (as cited in Hameed and Amjad 2009) defined productivity as output per employee hour, quality

considered. According to Dorgan, (1994) (as cited in Hameed and Amjad 2009), productivity is the increased functional and organizational performance, including quality. Hameed and Amjad, (2009) further explained that productivity is the ratio how well an organization converts input resources into goods and services. They also discussed that productivity measure carries different meaning at factory settings and at workplace setting. The performance of employees in factory can be measured by the number of units produced per employee per hour. While in formal workplace setting performance increased is considered when there is less absenteeism fewer employee leaving and less breaks.

Therefore, such productivity is measured through personnel's subjective assessment rather than quantitative operational information and this kind of productivity measured is known as subjective productivity measure and as defined by Wang and Giankis (1999) (as cited in Hameed and Amjad 2009), subjective performance measure as an indicator used to assess individuals' aggregated perceptions, attitudes or assessments toward an organizations product or service. (Clements-Croome and Kaluarachchi 2000) (as cited in Hameed and Amjad 2009), subjective productivity data is usually collected using survey questionnaires, it can also be descriptive or qualitative collected by interviews. Leaman and Bordass, (2000) (as cited in Haynes 2008) also support the idea of perceived productivity to measure office occupant's productivity. Hence this research would explore the influence of workplace environment prevailing in services and manufacturing sector and therefore this study would also be measuring the subjective productivity.

(Uzee, 1999; Leaman and Bordass, 1993; Williams et al. 1985) (as cited in Hameed and Amjad 2009) observed that by realizing the importance of workplace environment, many organizations have been applying new techniques to construct office building in a way that can attract more employees and leads to increase in productivity. They also discussed that now a day's many researchers and authors have been emphasizing that the

physical layout along with the effective and efficient management processes are playing an important role in enhancing employees productivity and organizational performance.

According to Gensler, (2006) (as cited in Hameed and Amjad 2009), in March 2006, an independent research firm conducted a research on US workplace environment. The survey was conducted by using a sample size of 2013 and the research was related to workplace designs, workplace satisfaction and productivity. 89 % of the respondents rated design, from important to very important and about 90 % of senior officials expressed that effective workplace design is important for the increase in employees' productivity. According to the rough estimate provided by executives also showed that 22% increase can be achieved in the organization's performance if their workplaces are well designed. Therefore, the findings of the survey suggested that businesses can enhance their productivity by improving and managing their workplace.

Gensler, (2006) (as cited in Hameed and Amjad 2009), further stated that despite the potential of workplace environment many organizations still not pay the required attention. The findings also highlighted the fact that 40% of the employees believe that their companies want to keep their costs low that is why their workplaces have bad designs and 46% of employees think that the priority list of their company does not have workplace design on top. When data was summarized, almost one out of every five employees rated their workplace environment from, 'fair to poor'. 90% admitted that their attitude about work is adversely affected by the quality of their workplace environment while, 89% employees blamed their working environment for their job dissatisfaction.

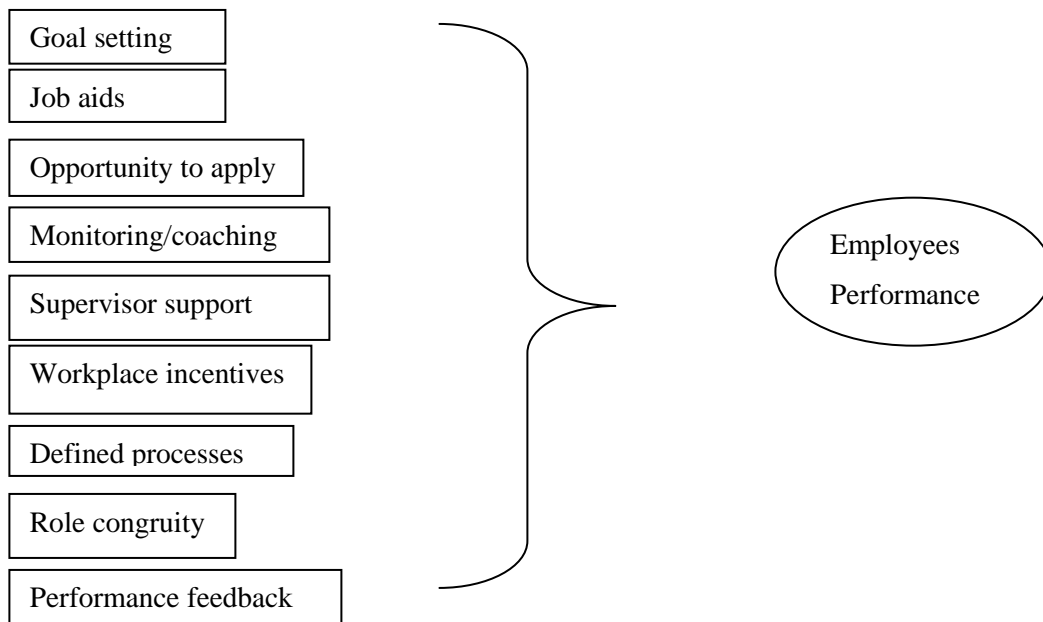
Roethlisberger & Dickson, (1939) (as cited in Haynes, n.d) pointed out that the researches investigating the affects of working environment on occupant's productivity are too old that their evidences have been found in studies conducted during 1903's.

According to Brill et al. (1984) (as cited in Hameed and Amjad 2009), ranked factors, which affect productivity according to their importance. The sequenced of factors are based on the significance: furniture, noise, flexibility, comfort, communication, lighting, temperature and the air quality. There is also some evidence found through Springer Inc (1986) (as cited in Hameed and Amjad 2009), that an insurance company in a study revealed the best ergonomic furniture improved performance by 10% to 15%.

Leaman, (1995) (as cited in Hameed and Amjad 2009) conducted a survey, the investigation is based on the relationship between the indoor environment, dissatisfied employees and their productivity. The findings suggested that productivity of the work is affected; reasons being the environmental factors that people were unhappy with temperature, air quality, and light and noise levels in the office.

2.4 Conceptual framework

Figure 1 – Workplace factors affecting employee performance



1) Goal-setting

Employees are involved in setting meaningful goals and performance measures for their work. This can be done informally between the employee and their immediate supervisor or as part of an organization's formal performance management process.

2) Performance feedback

Information on how the employee is performing is fed back regularly to employees. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement.

3) Role congruity

The role that the employee is required to perform is consistent with their expectations on joining the organization and any subsequent training. The organization's role expectations are consistent with tasks allocated by the employee's immediate supervisor.

4) Defined processes

The organization constrains the variability of how work is actually performed through documenting processes and communicating such expectations to employees.

5) Workplace incentives

The organization determines what motivates its employees and sets up formal and informal structures for rewarding employees behaving in the way required.

6) Supervisor support

Immediate supervisors act as advocates for employees, gathering and distributing the resources needed by the employees for them to be able to do a good job and providing positive encouragement for a job well done.

7) Mentoring/coaching

Skilled and respected people are available to employees to help them perform better in their current role and to assist them develop further into a future role.

8) Opportunity to apply

Individual workloads and organizational systems and processes do not hinder employees from applying established skills or from practicing newly learned skills.

9) Job aids

Their work is to be made easier and help minimize error rates and customer dissatisfaction by supplying job aids. These can include templates, guides, models and checklists.

10) Environmental factors

Environmental factors such as temperature, lighting and ventilation can have a direct impact on health - for example very high temperatures can lead to heat stress and heat exhaustion.

11) Physical factors

Physical factors in the workplace such as poor layout or overcrowding can lead to common types of accident such as tripping or striking against objects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This is a part of research which describes how the study conducted and how the collected data was analyzed. It covered the research design, data collection method, data analysis, sample size, types of data.

3.2 Research Design

Kothari, (1997) defines Research design as a plan of action through which a researcher organizes his/her work from data collection, data organization to data analysis. The research was conducted as a case study at Mwanza City Council from Mwanza region. Research population was comprised of employees in middle level classified and lower level employees classified as work.

3.3 Study Area.

The study area for research was carried at Mwanza City Council from Mwanza region as it was easier to obtain and collect information from different respondents. Hence the information collected was reliable and valid in making conclusion due to its source of data collection.

3.4 Population of the study

Mugenda & Mugenda, (1999, p.9) define population as a group of people who share common traits or attributes of interest to the researcher. The study populations was adopted from Mwanza City Council workers such as top management, middle and lower class employees whereby the researcher provided questionnaire and interview some of the respondents to get qualified information for the study.

3.5 Sample and Sample Size.

3.5.1 Sampling Techniques

The researcher used purposive sampling. The purposive sampling according to Kothari, (2004) involve the selection of the sample based on who they think would be appropriate for the study. The researcher used purposive sampling to collect data from Mwanza City Council workers.

3.5.2 Sample size

According to Kothari (2004) Sample size refers to the number of items to be selected from the universe to constitute a sample. The researcher use representative sample from each targeted population. Also the sample size of targeted population depends on the size or largeness of the population. The sample size of the population is 30 respondents that researcher were decide to work with.

3.6 Source of Data.

Both primary and secondary data was collected in order to support the findings of this study.

3.6.1 Primary Data

Primary data are those ones collected by the researcher himself from the field; they are first-hand information (Adam, 2007). These are data were collected for the first time on the research finding. Primary data can be obtained from questionnaires; also can be obtaining from interviewing respondent from Mwanza City Council workers.

3.6.2 Secondary Data.

Secondary data are those data which have been collected by other people for some other purposes (Saunders et al, 2000). In this case study, secondary data was retrieved from various records such as performance report on difference department, operational report and various documents such as journal, articles and books.

3.7 Data Collection Method

The research was involved primary data collection methods. Primary data collection method was involving the following methods of data collection.

3.7.1 Interview

According to Kothari (2004, p.97), involves presentation of oral verbal stimuli and reply of oral verbal responses. The researcher used in depth interview that help researcher to gather relevant information or data. The researcher applies this method to interview Mwanza City Council management.

3.7.2 Questionnaire

According to Kothari (2004, p.100) involves number of questions printed or typed in definite order on a form or set of forms. The study used both open-ended and closed-ended questions. The 30 questionnaires were given to Mwanza City Council workers.

3.8 Data Analysis

This study guided, enlighten and show the plan on how the information or data to be collected analyzed to give meaning. The data was coded and entered by the researcher. The researcher analyst breaks data into constituent parts in order to obtain answers to research questions and to test research hypothesis. The descriptive data were statistically analyzed by using SPSS and provide the analysis in ratio and percentages. Data interpretation was conducted by using tallying, table, graphs and where necessary in chart.

3.8.1 Qualitative Approach

The study employed participatory approach via qualitative design. Structured (standardized) and unstructured (unstandardized) interviews with key informants and observation method was maintained to allow new insights.

3.8.2 Quantitative Approach

The study employed survey technique for quantitative approach, because it is simply expressed as gathering information about a large number of people by collecting information from few of them. For this purpose questionnaire were supplied. The design could save cost in terms of money and time.

3.9 Ethical considerations

Ethical issues was addressed by the researcher consider respondents by seeking consent from the respondents, checking the cultural aspects of the people, confidentiality of the information obtained from the respondents providing correct data without manipulation.

CHAPTER FOUR

RESEARCH FINDINGS

4.1 Introduction

This chapter presents data from self-administered questionnaires out of 30 distributed questionnaires all 30 were filled and returned to the researcher, the data was analyzed through SPSS version and presented below

4.2 Respondents characteristics

4.2.1 Age of respondents

When respondents were asked on their age and response was as follow

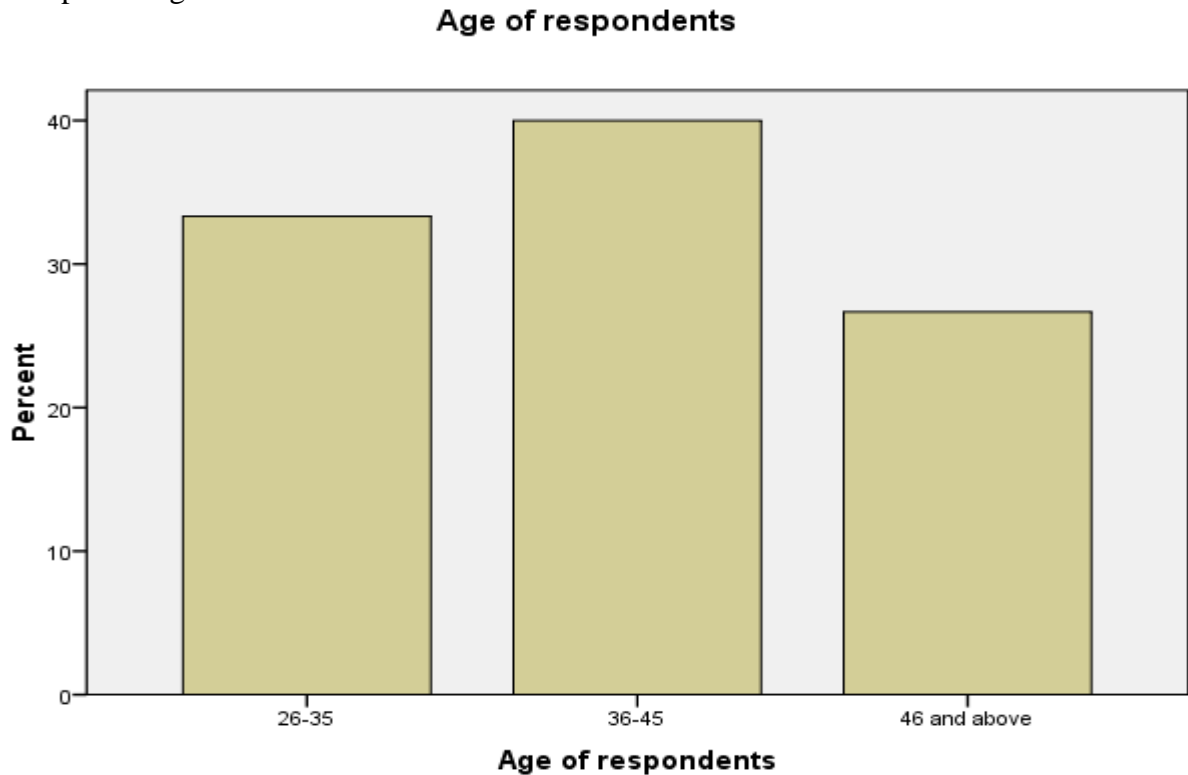
	Frequency	Percent
Valid		
26-35	10	33.3
36-45	12	40.0
46 and above	8	26.7
Total	30	100.0

Source: Field data 2015

Majority of respondents with 40% of the total population has age ranking between 36-45 years, followed by 33.3% of the respondents their age rank between 26-35 years while remain respondents with 26.7% of the respondents has age of 46 and above. Therefore the study proved that majority of respondents worked in the study were youth.

Figure 1: Age of respondents

Figure 1 below shows the response from respondents on the age of respondents in percentage.



Source: Field data 2015

4.2.2 Gender of respondents

Respondents were asked on their gender and their response was as follow

	Frequency	Percent
Valid Male	19	63.3
Female	11	36.7
Total	30	100.0

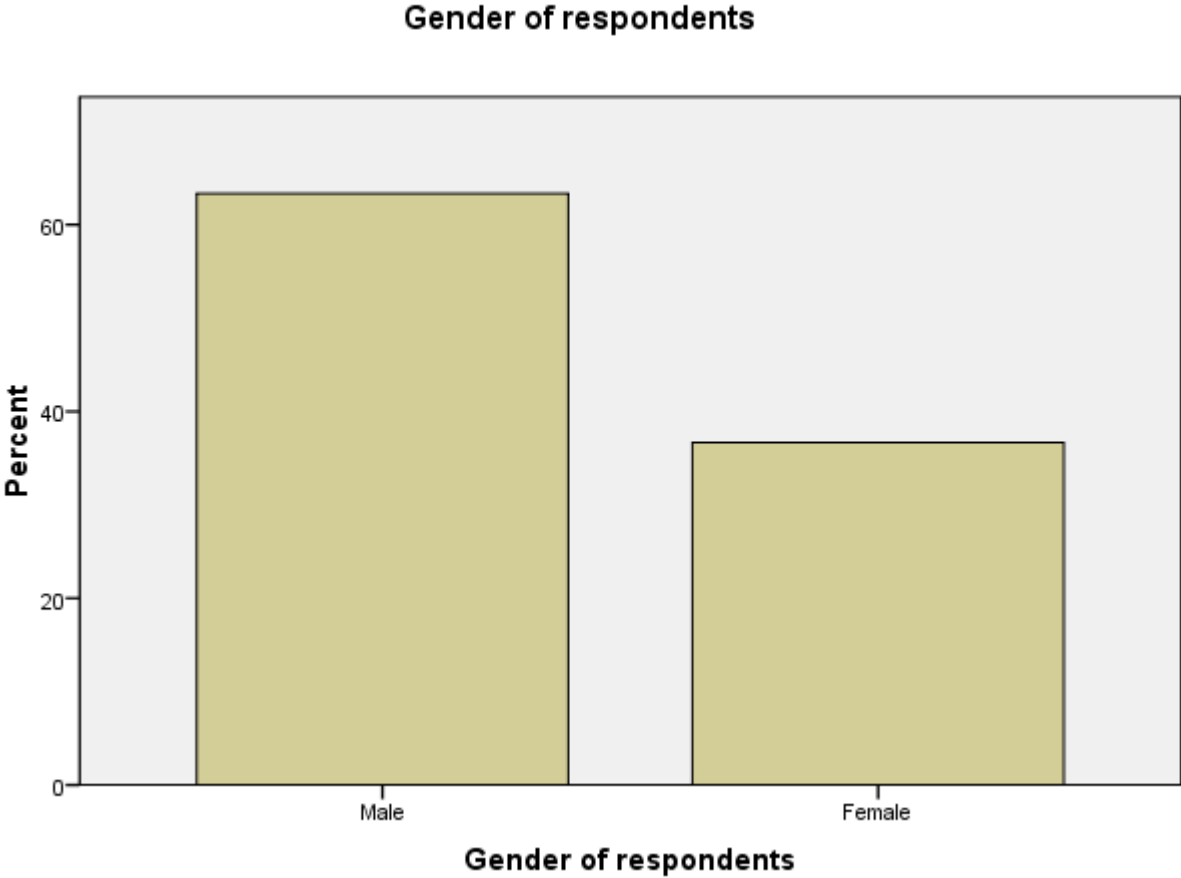
Source: Field data 2015

Table 2 above show the response on gender of respondents participated in the study that 63.3% of the respondents were male while 36.7% of the respondents were female. The study prove that majority of respondents participated in the study were male compared

to the female respondent were small in number so it reflect that there is no gender ratio in the Mwanza City council office.

Figure 2: Gender of respondents

Figure 2 below shows the response from respondents on the gender of respondents in percentage



Source: Field data 2015

4.2.3 Education level

Respondents were asked on their education level and their response was as follow;

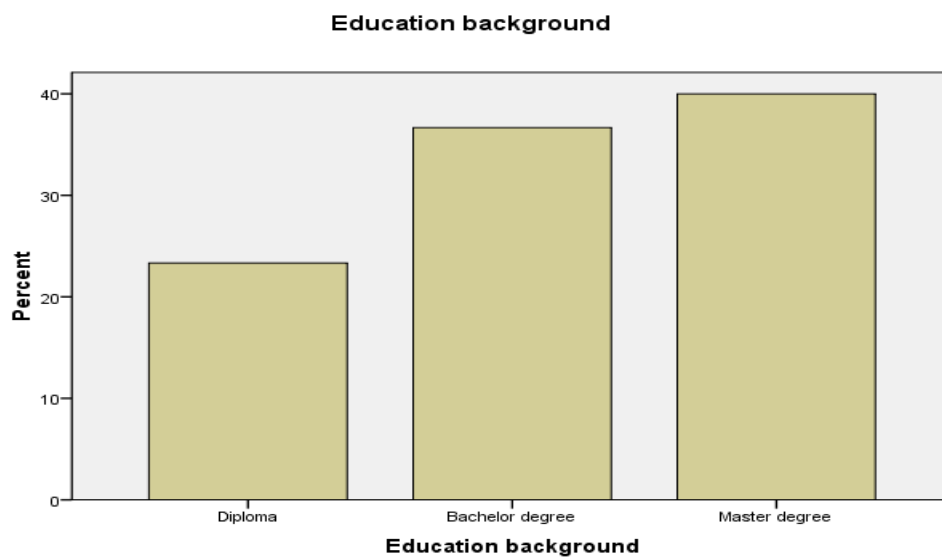
	Frequency	Percent
Valid Diploma	7	23.3
Bachelor degree	11	36.7
Master degree	12	40.0
Total	30	100.0

Source: Field data 2015

Table 3 above show the education level of respondents participated in the study whereby 40% of the respondents have master degree, 36.7% of the respondents have bachelor degree and 23.3% of the respondents has diploma. The study show that majority of respondents participated were well educated that provide their knowledge concerning the study.

Figure 3: Education level

Figure 3 below shows the response from respondents on the education level of respondents in percentage



Source: Field data 2015

4.3 Descriptive analysis

4.3.1 Space and Facilities Required doing the Job

Respondents were asked on the satisfaction of employees towards the space and facilities provided and their response was as follow;

	Frequency	Percent
Valid Highly Satisfied	2	6.7
Satisfied	20	66.7
Partially Satisfied	5	16.7
Dissatisfied	2	6.7
Highly Dissatisfied	1	3.3
Total	30	100.0

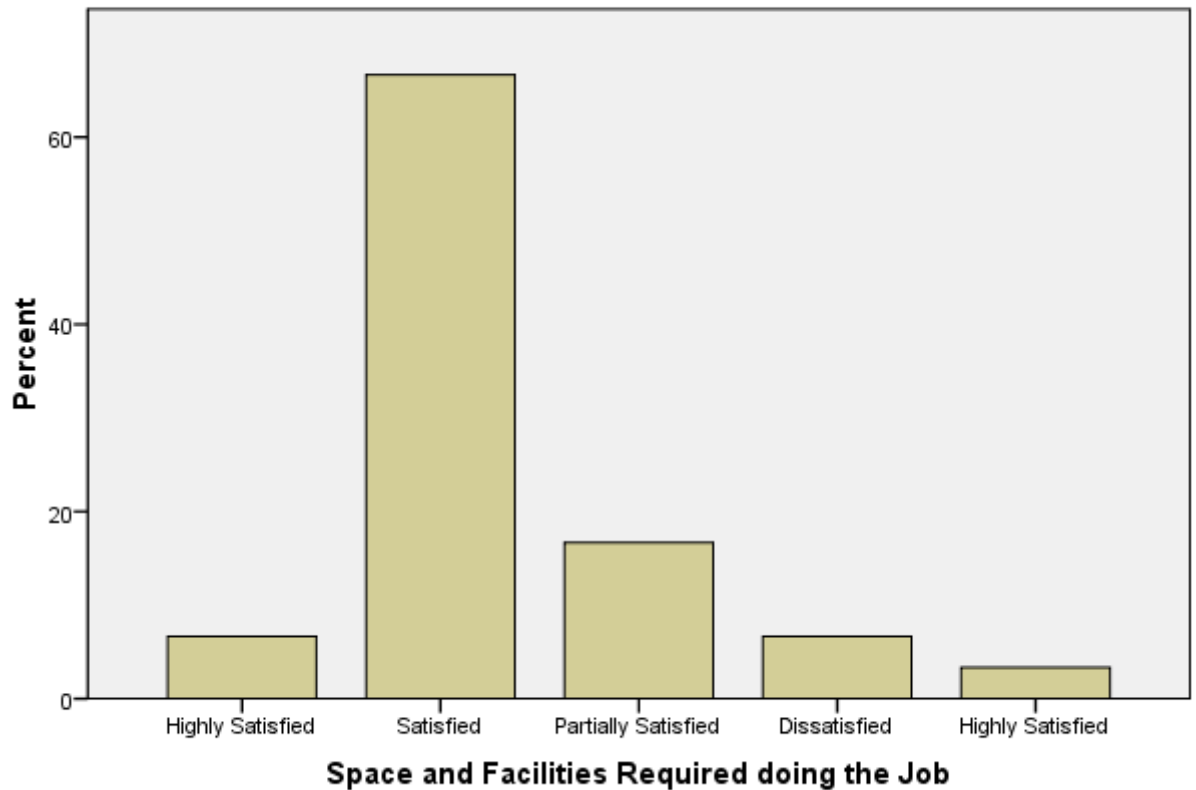
Source: Field data 2015

The actual physical layout of an office is extremely important when it comes to maximizing productivity. Table 4 shows satisfaction of employees towards the space and facilities provided to do the job. 73.4% respondents are satisfied and highly satisfied with the space and facilities provided by the company. Majority of the employees are given the required space and facilities to do their job. Other respondents with 16.7% of the respondents were partially satisfied while 10% of the respondents were dissatisfied and highly dissatisfied.

Figure 4: Satisfaction of employees towards the space and facilities provided

Figure 4 below shows the response from respondents on the satisfaction of employees towards the space and facilities provided of respondents in percentage

Space and Facilities Required doing the Job



Source: Field data 2015

4.3.2 Cordial Relationship with Superiors at the Workplace

Respondents were asked on the Cordial Relationship with Superiors at the Workplace and their response was as follow;

	Frequency	Percent
Valid Very Strong	3	10.0
Strong	15	50.0
Partially Strong	9	30.0
Not Strong	2	6.7
Not Very Strong	1	3.3
Total	30	100.0

Source: Field data 2015

Superiors act as advocates for employees, gathering and distributing the resources needed by the employees in order to do a good job and providing positive encouragement for a job well done. It can be inferred from Table 5 that 60% respondents maintain a strong relationship with their superior at the workplace, 30% of the respondents were maintain partially strong relationship while 10% of the respondents were not maintain strong relationship with their superior at the workplace.

Figure 5: Cordial Relationship with Superiors at the Workplace

Figure 5 below shows the response from respondents on the respondents maintain a strong relationship with their superior at the workplace in percentage



Source: Field data 2015

4.3.3 Treating Everyone Equally at the Work Place

Respondents were asked on the Treating Everyone Equally at the Work Place and their response was as follow;

	Frequency	Percent
Valid Strongly Agree	2	6.7
Agree	16	53.3
Partially Agree	8	26.7
Disagree	4	13.3
Total	30	100.0

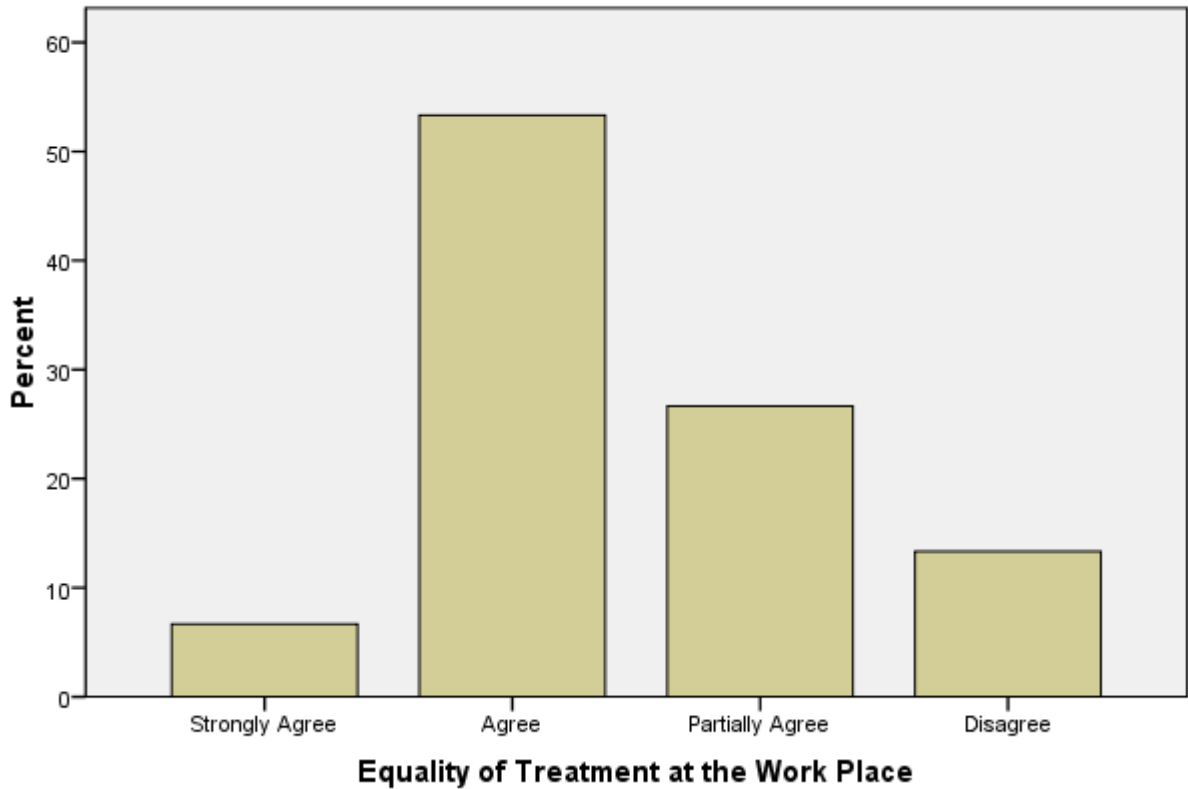
Source: Field data 2015

Treating employees equally at their workplace motivates employees to do their work with full interest in their work environment. Table 6 above, shows 60% respondents agree that they are motivated since they are treated equally at their workplace that everyone is treated equally. 26.7% of the respondents argue that they are partially motivated since they are treated partially not equally at their workplace, 13.3% of the respondents argue that they are not motivated since they are not treated equally at their workplace.

Figure 6: Equality of Treatment at the Work Place

Respondents were asked on the Treating Everyone Equally at the Work Place and their response was as follow;

Equality of Treatment at the Work Place



Source: Field data 2015

4.3.4 Communication System at the Workplace

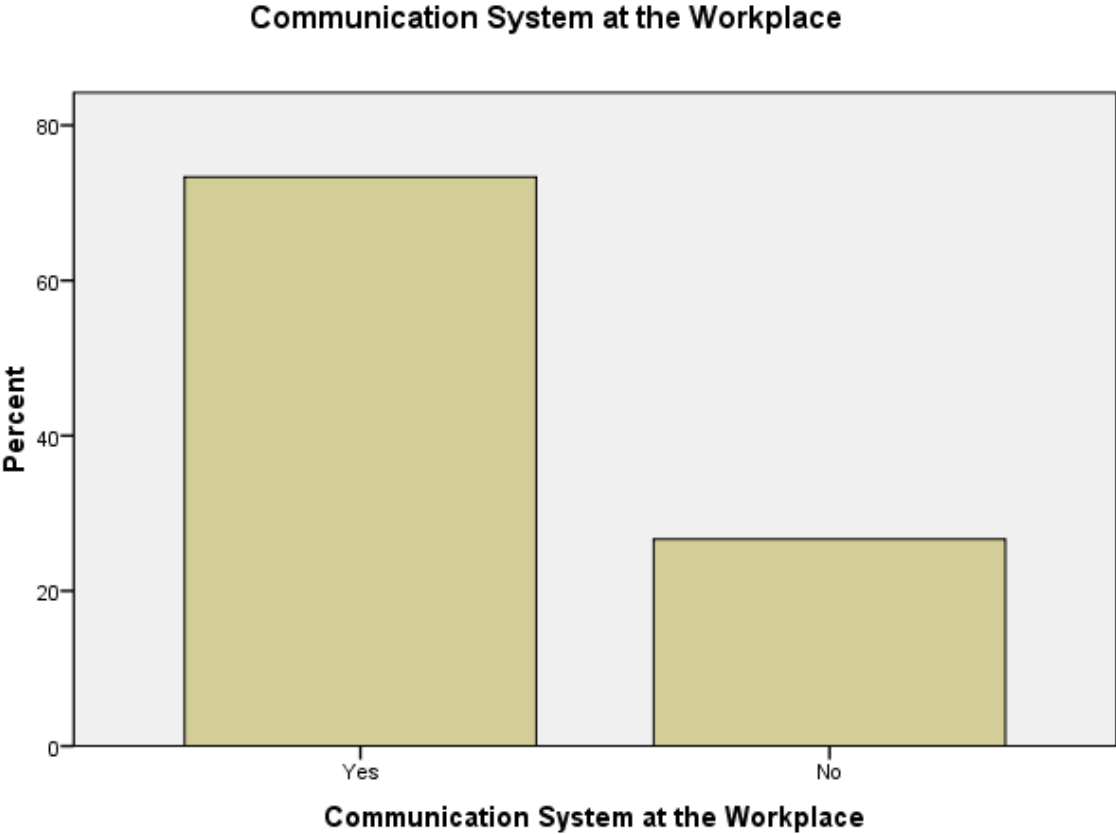
Respondents were asked on the Communication System at the Workplace and their response was as follow

	Frequency	Percent
Valid Yes	22	73.3
No	8	26.7
Total	30	100.0

Source: Field data 2015

A formal communication system at the workplace promotes trust and loyalty among the employees and encourages better team work and relationship shows that communication system at the workplace. 73.3% respondents (Table 7) feel that there is a formal communication system at the workplace while 26.7% of the respondents feel that there is no formal communication system at the workplace.

Figure 7: Communication System at the Workplace



Source: Field data 2015

4.3.5 Environmental Factors are Conducive to Work

Respondents were asked on the Environmental Factors are Conducive to Work and their response was as follow

	Frequency	Percent
Valid Strongly Agree	3	10.0
Agree	14	46.7
Partially Agree	8	26.7
Disagree	3	10.0
Strongly Disagree	2	6.7
Total	30	100.0

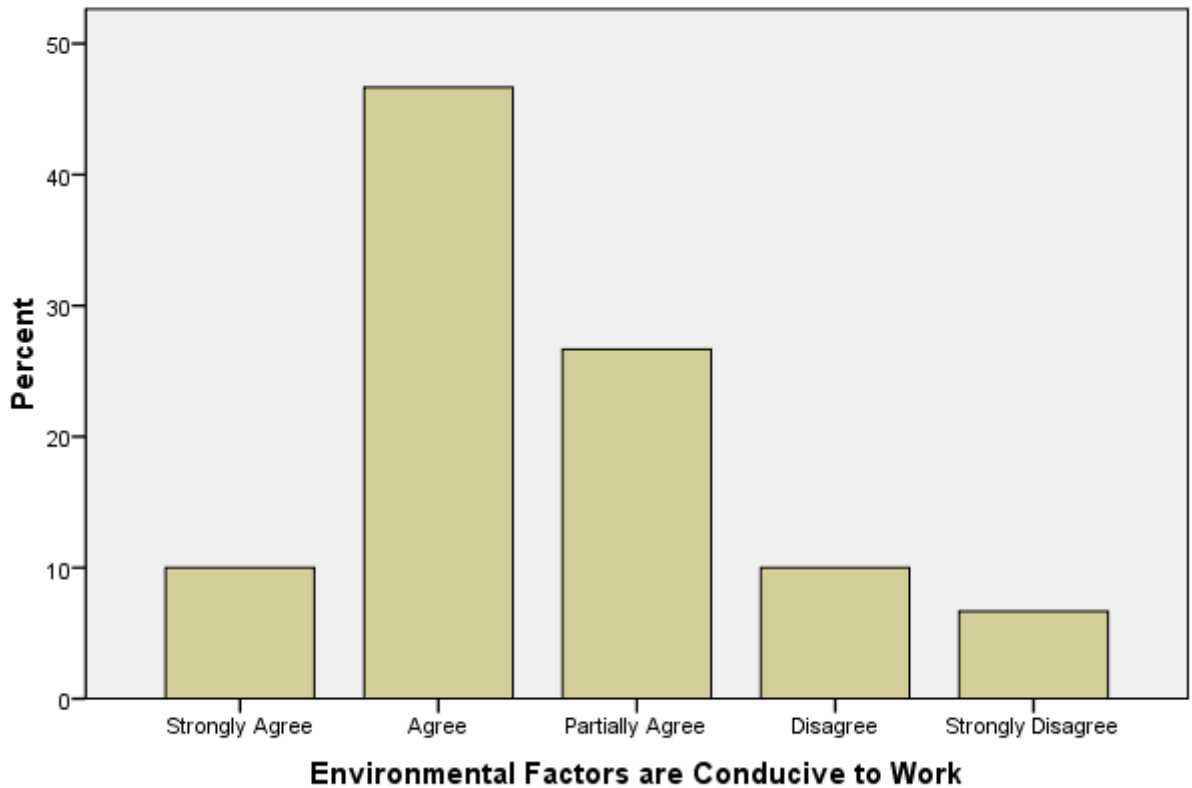
Source: Field data 2015

Companies have to provide a friendly and comfortable workplace to work. Most of the employees agree that environmental factors such as temperature, lighting and ventilation will not impact on health. Through Table 8, it is seen that 56.7% respondents agree that the environmental factors are highly conducive to work in the study organization, 26.7% of the respondents were partially agree that there is conducive to work in the study organization while 16.7% were strongly disagree that there is no environmental factors that conducive to work.

Figure 8: Environmental Factors are Conducive to Work

Respondents were asked on the Environmental Factors are Conducive to Work and their response was as follow

Environmental Factors are Conducive to Work



Source: Field data 2015

4.3.6 Procedures to Identify and Control Hazards

Respondents were asked on the Procedures to Identify and Control Hazards and their response was as follow

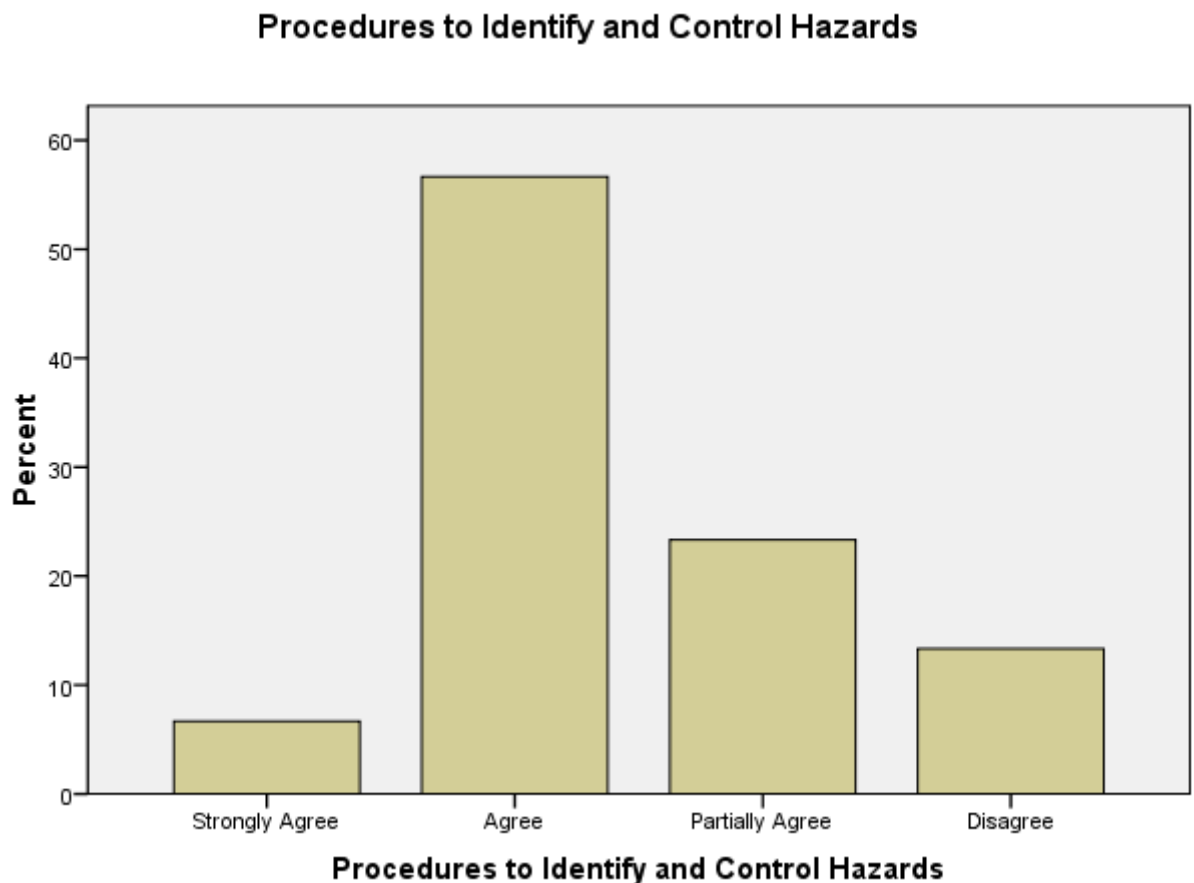
	Frequency	Percent
Valid Strongly Agree	2	6.7
Agree	17	56.7
Partially Agree	7	23.3
Disagree	4	13.3
Total	30	100.0

Source: Field data 2015

There are several procedures followed to identify and control hazards. Majority of employees agree that the procedures are followed strictly to identify and control hazards at the workplace which helps to improve working area. 63.4% respondents (Table 9) agree that organization follows procedures to identify and control hazards, 23.3% of the respondents were partially agree on Procedures to Identify and Control Hazards and 13.3% of the respondents were disagree that procedures were not followed to identify and control hazards.

Figure 9: Procedures to Identify and Control Hazards

Respondents were asked on the Procedures to Identify and Control Hazards and their response was as follow;



Source: Field data 2015

4.3.7 Factors affecting Employee's Attitude at Workplace

Respondents were asked on the factors affecting employee's attitude at workplace and their response was as follow

	Frequency	Percent
Valid Interpersonal Relationships	5	16.7
Control over environment	4	13.3
Shift	4	13.3
Emotional Factors	6	20.0
Job Assignment	4	13.3
Overtime duty	4	13.3
Extended work	3	10.0
Total	30	100.0

Source: Field data 2015

Employee's attitude at the workplace is affected by factors (Table 10) like interpersonal relationships, control over environment, shift, emotional factors, job assignment, overtime duty, extended work, etc.

The emotional factor is one of the leading factors to affect employee's attitude with mean value 20%. It is an array of non-cognitive abilities that influence one's ability not to succeed in coping with environmental demands and pressures. Thus this leads to reduction in productivity at the workplace.

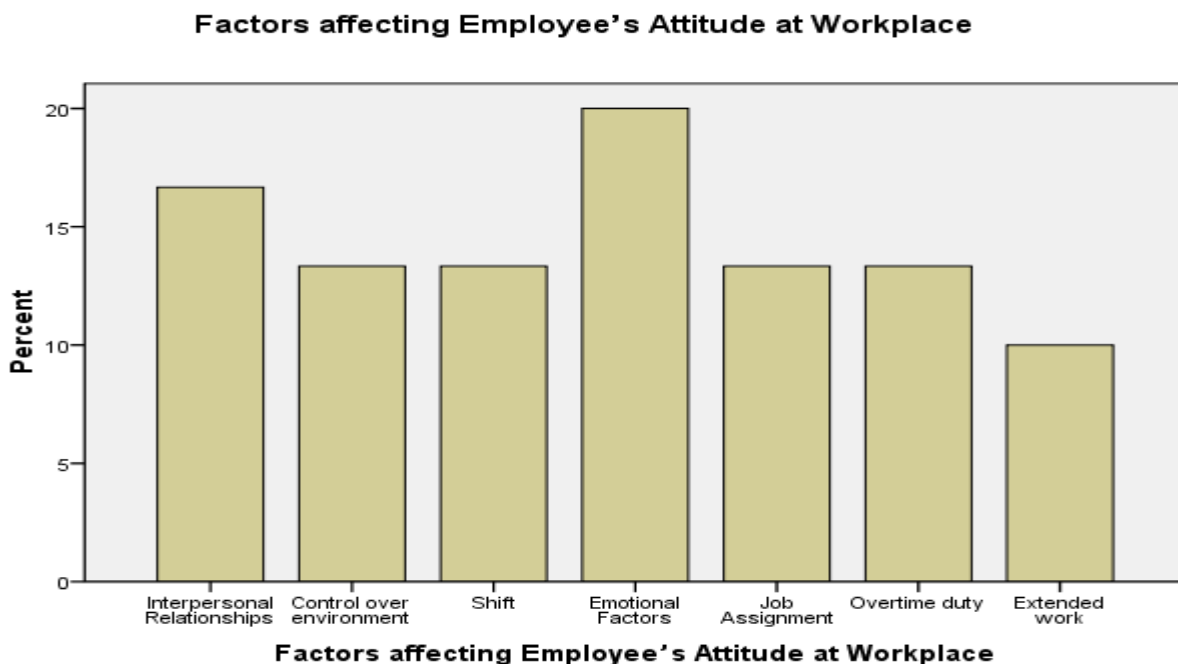
Interpersonal relationship is regarded second, with 16.7%. Since Interpersonal relations at workplace does not serve a critical role in the development and maintenance of trust and positive feelings among employees in the organization. Hence this may affect employee's attitude. Control over work environment has been given the third rank with 13.3% by the employees. Since most of the employees feel that they are not given right to control their work environment, thus it may affect their attitude.

Shift system with 13.3% has been placed at fourth. Company is having three shifts where employees are not comfortable with their shift system. So this may affect the employee's attitude. Job assignment ranks fifth with 13.3%. Job description which defines duties, basic goals of the organization is not defined very clearly to the employees, so it may affect the employee's attitude towards their work. Extended work with 10% is regarded sixth, because the company is extending the work during the emergency period and it does not affect employee's attitude seriously.

Employee's attitude is not affected due to overtime duty. Overtime duty with 13.3% is least prioritized, since overtime duty is given only if the works are not completed before the required time. Hence employee's attitude at the workplace is affected highly by emotional factors and lowest by overtime duty.

Figure 10: Factors affecting Employee's Attitude at Workplace

Respondents were asked on the Factors affecting Employee's Attitude at Workplace and their response was as follow;



Source: Field data 2015

4.3.8 Physical Aspects influencing Employee's Performance at the Workplace

Respondents were asked on the Physical Aspects influencing Employee's Performance at the Workplace and their response was as follow;

	Frequency	Percent
Valid Office Space	11	36.7
Furniture & Furnishing	8	26.7
Storage of Materials	6	20.0
Interior Surface	5	16.7
Total	30	100.0

Source: Field data 2015

Office space is one of the leading physical aspects that influence the employee's performance at the workplace with 36.7%. Majority of the employees ensures that a poor arrangement of office space, wastes time and energy by failing to provide the means for effective work habits. Since sufficient space is not provided by the company for the assigned job.

Furniture and furnishing is ranked second leading physical aspect with 26.7% by the employees. At the company furniture is not maintained in a good condition and proper furnishing is not done so employees feel unsophisticated while they work. Thus it influences employee's performance at the workplace.

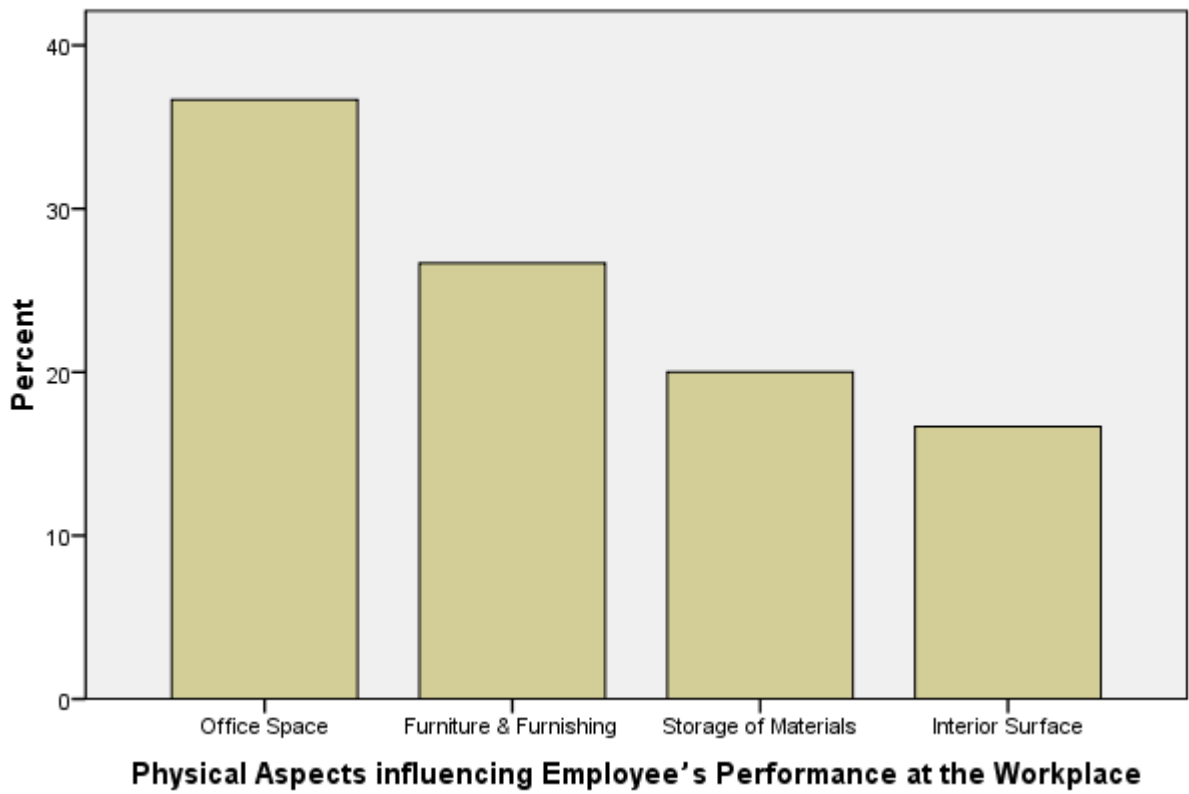
Storage of materials has been given third rank with 20%. Adequate storage facilities for materials are provided by the company in order to arrange the materials properly. Thus it does not influence much on work performance.

Interior space has been given the lowest significance with 16.7% because employees are comfortable and satisfied by the interior space of the company, since it act as a practical, aesthetic, and conducive to intended purposes, such as raising productivity, selling merchandise, or improving life style.

Figure 11: Physical Aspects influencing Employee’s Performance at the Workplace

Respondents were asked on the physical aspects influencing employee’s performance at the workplace and their response was as follow;

Physical Aspects influencing Employee’s Performance at the Workplace



Source: Field data 2015

4.3.9 Job Factors motivating Employees Performance to Attain the Target

Respondents were asked on the job factors motivating employee's performance to attain the target and their response was as follow

	Frequency	Percent
Valid Interesting work	5	16.7
Opportunity to develop special abilities	3	10.0
Adequate information	3	10.0
Enough authority	3	10.0
Sufficient help and equipment	3	10.0
Friendly and helpful co-workers	3	10.0
Opportunity to see results of work	2	6.7
Competent supervision	2	6.7
Clearly defined responsibilities	2	6.7
Good pay	4	13.3
Total	30	100.0

Source: Field data 2015

Interesting work, opportunity to develop special abilities, adequate information, enough authority, sufficient help and equipment, friendly and helpful co-workers, opportunity to see results of work, competent supervision, clearly defined responsibilities and good pay (Table 12) are considered to be the job factors that motivates employees performance to attain the target

Interesting work has got the highest significance with 16.7%. Majority of employees agree that the work they are indulged to do is very interesting and also motivates their performance to attain the target.

Good pay is ranked second with 13.3%, since company pays good pay according to their position and work. Thus most of the employees are motivated by the good pay to perform their work.

Opportunity to develop special abilities got the third rank with 10%. The company is providing training facilities for their employees to develop their special abilities for the particular job which help them to gain knowledge and develop abilities.

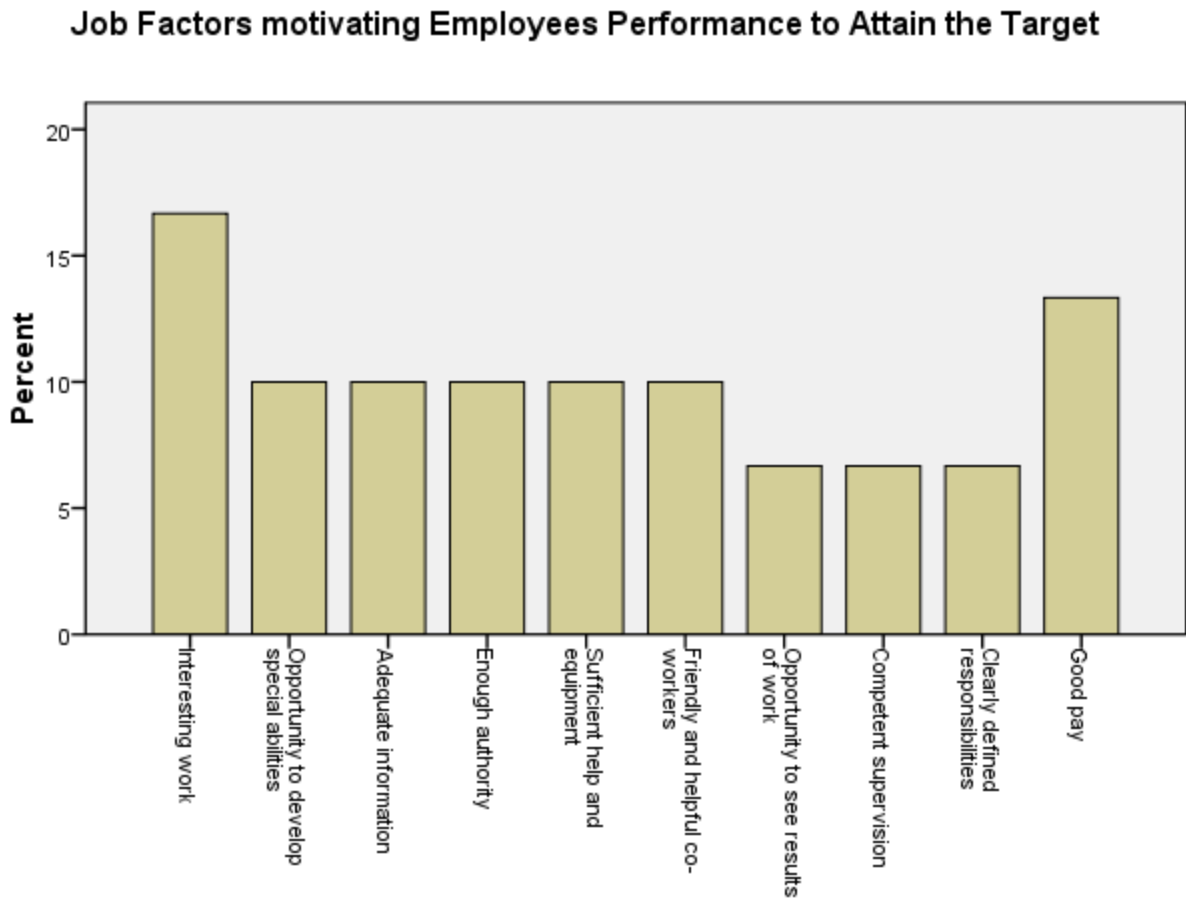
Clearly defined Responsibilities have got the fourth rank with 6.7%. In the organization every employee has been allocated with particular work which they need to attain before the given time. Thus responsibilities are clearly defined which motivates the employees performance. Enough authority has got the fifth rank with 10%. Each employee is given enough authority to perform their work. Thus it partially motivates employees to attain the target.

Adequate information is placed at sixth with 10%. In the organization each employees is getting the enough information about the work to be performed. The target to be attained has been set by the organization, where they pass enough information to their employees about the work. Thus it motivates employees to attain the target. Sufficient help and equipment is ranked seventh with 10%. Thus the company provides required equipment for the work and superiors provide enough information to their co-workers to work in a corrective manner. Thus these two factors motivate employees to perform well to attain the target.

Friendly and helpful co-workers rank eighth with 10%. In the company the relationship between the employees are moderate but this relation does not motivates performance. Opportunity to see the results of work has got ninth rank with 6.7%. So at the company opportunity to see the results of work does not influence more on performance. Competent supervision is the least factor with 6.7%. In the company most of employees does not consider competent supervision as a motivating factor so it does not motivate employees.

Figure 12: Job Factors motivating Employees Performance to Attain the Target

Respondents were asked on the physical aspects influencing employee’s performance at the workplace and their response was as follow;



Source: Field data 2015

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter presents the summary, conclusion and recommendation of the findings that has been collected and analyzed on the previous chapters. As discussed below it finally discussed on the content of the study as well as measures to be taken and preserved to ensure good working environment towards employee performance.

5.1 Summary

The results of the two hypotheses formulated revealed the following results. Firstly, there is a significant relationship between work environment and workers' attitude to job. This means that the work environment have an impact on the workers' attitude to job. This may range from conduciveness of the environment and management style. This is in line with Spector and Beer (1994) argument that work systems cannot only affect commitment, competence, cost effectiveness and congruence but also have long term consequence for workers' welfare, and there are some evidences to indicate that work systems designs may have effects on physical health, mental health and longetivity of life itself.

Additionally, Akinyele (2007), adds that conducive work environment ensures the welfare of employees which invariably will enable them exert themselves to their roles with all vigor that may translate to higher productivity. Secondly, the outcome of employees 'perception of reward to those of others is not likely to determine job satisfaction. This is because key factors which determine job satisfaction include among others, the pleasure and satisfaction workers get from their co-workers, job conditions, supervision, benefits and the nature of the work (Spector, 1997; Weiss, 2002).

The significant findings of this study can be highlighted as those Environmental conditions significantly affected job performance. The results are consistent with the previous studies showing an association between working environment and job performance (Fine & Kobrick, 1978; Mohapatra & Srivastava, 2003; Naharuddin & Sadegi, 2013). It implies managers and supervisors must consider improving work environment while considering both physical and psychosocial factors to promote job performance of their staff. Motivation has a significant effect on job performance and the findings are consistent with the previous research findings (Lyons, Duxbury, & Higgins 2006; Maidani 1991; Cerasoli et al., 2014). It reveals that employees perform better when they are motivated. It means that the management must take initiatives to promote motivation among workers, both intrinsically and extrinsically by provide increments in pay and benefits and acknowledging employee perspectives and encouraging initiatives; motivation holds a mediating effect between the relationship between working conditions and job performance. This suggests that those workers who perceive working conditions to be poor or bad are less motivated and consequently are not performing satisfactory.

The study shows that job performance is very much influenced by work environment and motivation of workers. The study also confirms the mediating role of motivation in working conditions and job performance relationship within regard to workers. Organization needs to consider improving its environmental factors and ways to improve work motivation to boost employee performance. Similar to the work of Kahya (2007), the present research provides evidence that it is helpful to consider the impact of motivation on job performance while taking motivation into account. With regard to motivation, good working conditions will enhance motivation of workers. Considering the positive impact of work place environmental characteristics and work motivation on job performance, it is suggested that the management should take initiatives to motivate employees and improve work environments. As employees have motivation, their job performance will increase.

The present findings show that working conditions can predict job performance better when individuals are motivated toward the job; that is, when they are want to achieve the desired outcomes and goals of the job. In any case, motivation will turn out to be a valuable mediate and moderate variable in future job performance research.

5.2 Conclusion

Workplace environment plays a vital role in motivating employees to perform their assigned work. Since money is not a sufficient motivator in encouraging the workplace performance required in today's competitive business environment. Managers and supervisors will need to be comfortable with working with the whole gamut of workplace factors that influence employee motivation. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance back. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace coaching.

Last but not least, to drive their organizations to peak performance managers and supervisors must put out front the human face of their organization. Paramount here is the human-to-human interaction through providing individualized support and encouragement to each and every employee. From this study it is known that public sector organizations are providing a good workplace environment to their employees, which does not affect more on their work performance.

Based on the findings of this study, it could however be concluded that work environment affects job satisfaction and achievement of organizational goals. The phenomenon of job satisfaction is influenced by many factors ranging from financial rewards and non-financial rewards. Financial rewards have been found to be necessary but not sufficient condition for job satisfaction also non- financial rewards are important determinants of job satisfaction.

Therefore, the work environment of most organizations must be accorded with high priority while adequate consideration must be given to other rewards that give positive attitudes to workers in order to be satisfied with their job. Work environment has been found to be necessary condition for the achievement of organizational goal but over emphasis on work environment policies without due monitoring of employees may eventually have a negative effect on achievement of organizational goal.

Deriving from the above, it is recommended among other measures that management need to improve the system of communication with their employees; should create a motivating climate to increase productivity and clear reward system to all members of the organization; since work environment is the key determinant of job satisfaction, emphasis should be on how to improve the work environment, making it more conducive to employees in providing loans and other scheme that uphold and sustain employees' commitment and dedication to their jobs. Lastly, management should clearly set structures and work system as to achieve goals and objectives.

5.3 Recommendation

The following recommendations may be taken as the strategic initiatives to take forward the organizations in line with the competitive advantage.

- i. Make your workspace look attractive to you. Try new furniture, photos, posters, mirrors, flowers, knick knacks, toys, statues, rugs, artwork, crystals and many others that will create a pleasant environment to be comfortable to stay even for a long time without getting bored or irritated.
- ii. Clear out the clutter. Many people notice a dramatic improvement to their productivity when they try this. As it makes the environment clean and so people will love to be in the environment.

- iii. Bring yourself back to nature by adding some plants to your workspace, and you will find yourself enjoying the environment much more as it ensures fresh air. Natural plants such as flowers and trees creates a pleasant environment that allows free circulation of fresh air as this makes people enjoy the environment condition.
- iv. Even with good air conditioning, you might have periods where you just want to feel a little cooler, or maybe you'd like a bit of air circulation. Use a small portable fan to keep your comfort level right where you want it to be.
- v. Simply stating a few words of thanks or sincere admiration for a job well done will help increase morale among employees. Employees should be appreciated and congratulated whenever they perform well in the organization. This will motivate employees to work even harder than the previous moments.
- vi. Offer bonuses, whether financial incentives, company cars, or other prizes. This gives employees a goal to work towards and can create enthusiasm which is often contagious among employees. Rewarding employees is one of the best ways to satisfy employees as a result into good performance in the organization.
- vii. Open the lines of communication with employees to find out what kind of things or programs would get them motivated. This will also help them feel like they are an important, contributing factor of the company
- viii. Understand that the work environment can greatly affect employee morale. A dreary office lacking light and color can cause depression and a lack of motivation. Brighten up the space with a soothing paint job, green plants, and tasteful artwork

- ix. Encourage communication between employees and management. Doing so will allow employees to feel comfortable to voice their opinions and make suggestions to improve conditions and work.
- x. Revise the company mission statement to include all employees and departments to ensure each employee feels as though they are an integral part of the company's future. This mainly means that more often meetings should be held top management and subordinate employees to discuss about the mission of the organization. This will help as it will encourage employees to feel they are concerned and that they are important people in the organization.
- xi. Make sure the values and ethics of the company are of those employees can take pride in. Most employees in the work force want to work for a company they can trust and believe in.
- xii. Find ways to make life more pleasant in general for employees. Offer flexible schedules, work-from home schedules, gym memberships and many other ways that will create a pleasant environment for employees.
- xiii. Provide personal counseling for the employees affected by domestic problems. This is one of the best ways to interact with employees as you make them close by sharing out their personal problems and advising them as well as assisting them in a very close manner.

References

- Adair, J. (1988). *The effective supervisor*. London: The Industrial Society.
- Afful-Broni, A. (2012). Relationship between motivation and job performance at the University of mines and technology, Tarkwa, Ghana. *Leadership lessons, Creative Education*, 3(3), 309-314. <http://dx.doi.org/10.4236/ce.2012.33049>
- Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Newbury Park: Sage.
- Aisha, A. N., Hardjomidjojo, P., & Yassierli. (2013). Effects of Working Ability, Working Condition, Motivation and Incentive on Employees Multi-Dimensional Performance. *International Journal of Innovation, Management and Technology*, 4(6). <http://dx.doi.org/10.7763/IJIMT.2013.V4.470>
- Allen, T. D., Potteet, M. L., & Russell, J. E. (2000). Protege selection by mentors : What makes the different? *Journal of Organizational Behavior*, 21, 271-282.
- Amir, F. (2010). Measuring the impact of office environment on performance level of employees: A case of private sector of Pakistan. *Proceedings of the 2nd International Conference of AGBA South Asia Chapter on Nurturing Innovation, Entrepreneurship, Investments and Public Private Partnership - in Global Environment*. Bhurban, Pakistan
- Arsalani, N., Fallahi-khoshknab, M., Ghaffari, M., Josephson, M., & Lagerstrom, M. (2011). Adaptation of Questionnaire Measuring Working Conditions and Health Problems Among Iranian Nursing Personnel. *Asian Nursing Research*, 5(3), 177-182. <http://dx.doi.org/10.1016/j.anr.2011.09.004>
- Baron, R., & Kenny, D. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182. <http://dx.doi.org/10.1037/0022-3514.51.6.1173>
- Barrick, M. R., Greg, L. S., & Mike, P. (2002). Personality and Job Performance: Test of the Mediating Effects of Motivation among Sales Representatives. *Journal of Applied Psychology*, 87(1), 43-51. <http://dx.doi.org/10.1037/0021-9010.87.1.43>
- Bauer, T. N., & Green, S. G. (1996). Development of leader-member exchange: A longitudinal test. *Academy of Management Journal*, 39, 1538-1567.

- Bevan, S. (2012). *Good work, High performance and productivity*. The paper prepared for the European HRD Forume, Lisbon, 2012, Retrieved from http://www.theworkfoundation.com/DownloadPublication/Report/316_Good%20Work%20High%20Performance%20and%20Productivity.pdf
- Blau, P. (1964). *Exchange and power in social life*. New York: John Wiley.
- Boles, M., Pelletier, B. & Lynch, W. (2004). The relationship between health risks and work productivity. *Journal of Occupational and Environment Medicine*, 46(7), 737-745.
- Borman, W. C. (2004). The concept of organizational citizenship. *Current Directions in Psychological Science*, 13(6), 238-241.
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In: N. Schmitt, and W. C. Borman, (Eds.), *Personnel selection in organizations*. New York: Jossey-Bass, pp. 71-98.
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 71-98). San Francisco, CA: Jossey Bass.
- Boyce, P., Veitch, J., Newsham, G., Myer, M., & Hunter, C. (2003). *Lighting quality and office work: A field simulation study*. Ottawa, Canada: U.S. Dept. of Energy & National Research Council of Canada.
- Brill, M. (1992). How design affects productivity in settings where office-like work is done. *Journal of Health Care Design*, 4, 11–16.
- Brill, M., Margulis, S., & Konar, E. (1985). *Using office design to increase productivity* (2nd Ed), Buffalo, NY: Westinghouse.
- Buhter, P. (1997), Scanning the environment, environmental trends affecting the workplace. *Supervision Publications*, 1-2.
- Burri, G. J., & Helander, M. G. (1991). A field study of productivity improvements in the manufacturing of circuit boards. *International Journal of Industrial Ergonomic*, 7, 207-215.

- Carr, J. Z., Schmidt, A. M., Ford, J. K., & DeShon, R. P. (2003). Climate perceptions matter: A meta-analytic path analysis relating molar climate, cognitive and affective states, and individual level work outcomes. *Journal of Applied Psychology*, 88, 605-619. <http://dx.doi.org/10.1037/0021-9010.88.4.605>
- Cavanaugh, T. B. (2004). The new spectrum of support: Reclassifying human performance technology. *Performance Improvement*, 43(4), 28-32.
- Cerasoli, C. P., Nicklin, J. M., & Ford, M. T. (2014). Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis. *Psychological Bulletin*, 140(4), 980-1008. <http://dx.doi.org/10.1037/a0035661>
- Chandrasekar, K. (2011). Workplace environment and its impact on organizational performance in public sector organizations. *International Journal of Enterprise Computing and Business System*, 1(1), 1-20.
- Chaudhary, N., & Sharma, B. (2012). Impact of Employee Motivation on Performance (Productivity) In Private Organization. *International Journal of Business Trends and Technology*, 2(4).
- Chiaburu, D. S., & Tekleab, A. G. (2005). Individual and contextual influences on multiple dimension of training effectiveness. *Journal of European Industrial Training*, 29(8), 604-626.
- Clements-Croome, D. (2006). *Creating the Productive Workplace*, (2nd ed). Oxford, England, Taylor and Francis.
- Cooke, F. L. (2000). *Human Resource Strategy to improve Organizational performance: A route for British Firms*. Working paper no.9, ESRC Future of work Programme. Retrieved from <http://www.leeds.ac.uk/esrcfutureofwork/downloads/workingpaperdownloads/paper9.pdf>
- Cooper, C., & Dewe, P. (2004). *Stress, a brief history*. Oxford: Blackwell Publishing.
- Davis, T. R. V. (1984). The Influence of the Physical Environment in Offices.
- De Croon, E. M., Sluiter, J. K., Kuijer, P. P. F. M., & Frings-Desen, M. H. W. (2005). The effect of office concepts on worker health and performance: A systematic review of the literature. *Ergonomics*, 48(2), 119-134.

- Dolden, M., & Ward, R. (1986). *The impact of the work environment on productivity: Proceedings of a workshop*. Washington, DC: National Science Foundation and Architectural Research Centers Consortium.
- Duncan, C. S. (1985). Job aid really can work: A study of the military application of job aid technology. *Performance and Instruction*, 24(4), 1-4.
- Elangovan, A. R., & Karakowsky, L. (1999). The role of trainee and environmental factors in transfer of training: An exploratory framework. *Leadership and Organization Development Journal*, 20, 268-275.
- Ettner, S. L., & Grzywacz, J. G. (2001). Workers' perception of how job affect health: A social ecological perspective. *Journal of Occupational Health Psychology*, 6(2), 101-113.
- Evans, G.W., & Cohen, S. (1987). Environmental stress. In: D. Stokols & I. Altman (Eds.), *Handbook of environmental Psychology*, Vol. 1, Wiley: New York, pp. 571 -610.
- Eysenck, M. (1998). *Psychology: An integrated approach*. New York: Addison - Wesley Longman Ltd.
- Fine, B. J., & Kobrick, J. L. (1978). Effects of attitude and heat on complex cognitive tasks. *Human Factors*, 20,115-122.
- Foxon, M. (1993). A process approach to the transfer of training, Part 1: The impact of motivation and supervisor support on transfer maintenance. *Australian Journal of Educational Technology*, 9(2), 130-143.
- Frone (Eds.), *Handbook of Work Stress*. Thousand Oaks, CA: Sage Publication pp. 219–245.
- Geister, S., & Hertel, G. (2006). Effects of Process Feedback on Motivation, Satisfaction, and Performance. In Virtual Teams, Gerber HP, McMurtrey A, Kowalski J, Yan M, Keyt BA, Dixit V., & Ferrara N. (Eds.), *J.Biol. Chem.* 273.
- Gerstner, C. R., & Day, D. V. (1997). Meta-analytic review of leader-member exchange theory: Correlates and construct issues. *Journal of Applied Psychology*, 82, 827-844.
- Goldstein, I. L., & Ford, J. K. (2002). *Training in organization : needs assessment, development and evaluation*. CA: Wadsworth Group, Thomson Learning, Inc.

- Greenberg, J., & Baron (2000), *Behavior in organization*, New York: Prentice Hall.
- Guo, Y., Liao, J., Liao, S., & Zhang, Y. (2014). The mediating role of intrinsic motivation on the relationship between developmental feedback and employee job performance. *Social Behaviour and personality*, 42(5). <http://dx.doi.org/10.2224/sbp.2014.42.5.731>
- Harless, J.H. (1986). Guiding performance with job aid. In: W. Coscarelli, G. Geis, J. H. Harless, S. Shrock, & M. E. Smith (Eds.), *Introduction to Performance Technology*, Washington, DC : National Society for Performance and Instruction, pp.106-124.
- Harmon, P. (2011). Job Aid and Checklist. *BPTrends Business Process Trends*. 2(2). Retrieved from <http://www.bptrends.com/publicationfiles/innovation20110517.pdf>
- Harris, R., Simon, M., & Bone, J. (2000). *More than meets the eye?: Rethinking the role of workplace trainer*, NCVER, Adelaide. Retrieved from <http://www.ncver.edu.au/publications/471.html>
- Hasun, F. M. & Makhbul, Z.M. (2005). An overview of workplace environment and selected demographic factors towards individual health and performance enhancement. *Synergizing OSH for Business Competitive*, 45-53.
- Hedge, A. (1986). Open versus enclosed workplace : The impact of design on employee reactions to their offices. In: J. D. Wineman (Ed.), *Behavioural issues in office design*, NY: Van Nostrand Reinhold, pp. 139-176.
- Howell, J. M., & Hall-Merenda, K. E. (1999). The ties that bind: The impact of leader-member exchange, transformational and transactional leadership, and distance on predicting follower performance. *Journal of Applied Psychology*, 84(5), 680-694.
- Kahya, E. (2007). The effects of job characteristics and working conditions on job performance. *International Journal of Industrial Ergonomics*, 37, 515-523. <http://dx.doi.org/10.1016/j.ergon.2007.02.006>
- Khan, S. H., Azhar, Z., Parveen, S., Naeem, F., & Sohail, M. M. (2011). Exploring the impact of infrastructure, pay incentives, and workplace environment on employees performance (A case study of Sargodha University). *Asian Journal of Empirical Research*, 2(4), 118-140.
- Kiker, D. S., & Motowidlo, S. J. (1999). Main and interaction effects of task and contextual performance on supervisory reward decision. *Journal of Applied Psychology*, 84(4), 602-609.

- Kristensen, T. S., Hannerz, H., Høgh, A., & Borg, V. (2005). The Copenhagen psychosocial questionnaire—A tool for the assessment and improvement of the psychosocial work environment. *Scand J Work Environ Health*, 31(6), 438-449. <http://dx.doi.org/10.5271/sjweh.948>
- Kuvaas, B. (2006). Performance appraisal satisfaction and employee outcomes: mediating and moderating roles of motivation. *The International Journal of Human Resource Management*, 17(3), 504-522. <http://dx.doi.org/10.1080/09585190500521581>
- Landry, G., & Vandenberghe, C. (2012). Relational commitments in employee-supervisor dyads and employee job performance. *The Leadership Quarterly*, 16, 293–308
- Leaman, A. (1995). Dissatisfaction and office productivity. *Facilities*, 13(2), 13-19.
- Levy, J. (2005). A parallel universe. *Chief Learning Officer*, March, 13.
- Lyons, S. T., Duxbury, L. E., & Higgins, C. A. (2006). A comparison of the values and commitment of private sector, public sector, and parapublic sector employees. *Public Administration Review*, 66(4), 605-618. <http://dx.doi.org/10.1111/j.1540-6210.2006.00620.x>
- Maidani, E. A. (1991). Comparative study of Herzberg's two-factor theory of job satisfaction among public and private sectors. *Public Personnel Management*, 20(4), 441-448.
- Mayer, J. P., & Herscovitch, L. (2001). Commitment in the workplace : Toward a general model. *Human Resource Management Review*, 11, 299-326.
- Mayer, J. P., Becker, T. E., & Vandenberghe, C. (2004). Employee commitment and motivation: A Conceptual analysis and integrative model. *Journal of Applied Psychology*, 89, 991-1007.
- McCoy, J. M., & Evans, G. W. (2005). Physical work environment. In: J. Barling, E. K. Kelloway & M. R.
- Miles, A. K. (2000). *The Ergonomics and Organizational Stress Relationship* (PhD thesis). Florida State University School of Business.
- Mohapatra, B. K., & Srivastava, A. K. (2003). *A study of the relationship of perceived work environment with job attitude, performance and health*. Unpublished PhD. Dissertation, Department of Psychology, Banaras Hindu University.

- Moses, I. (1994). Planning for quality in graduate studies. In: Z. Skeritt, and Y. Ryan, (Eds.), *Quality in Postgraduate Education*, London: Kogan Page
- Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79, 475-480.
- Motowidlo, S. J., Borman, W. C., & Schmit, M. J. (1999). Performance assessment in unique jobs. In D.R. Ilgen & E. D. Pulakos (Eds.), *The changing nature of performance* (pp. 56-86). San Francisco: Jossey-Bass.
- Muchhal, D. S (2014). *HR Practices and Job Performance. IOSR Journal of Humanities And Social Science (IOSR-JHSS)*, 19(4), 55-61. <http://dx.doi.org/10.9790/0837-19415561>
- Naharuddin, N. M., & Sadegi, M. (2013). Factors of Workplace Environment that Affect Employees Performance: A Case Study of Miyazu Malaysia. *International Journal of Independent Research and Studies*, 2(2), 66-78.
- Nijman, D. J. J. (2004). *Differential effects of supervisor support on transfer of training*. Enchede: University of Twente.
- Noe, R. A. (2008). *Employee training and development*. New York: McGraw Hill.
- Okoyo, P. V. C., & Ezejiofor, A. (2013). The effect of Human resource development on Organizational Productivity. *International Journal of Academic Research in Business and Social Sciences*, 3(10), 250-268.
- Ostroff, C., Kinicki, A. J., & Tamkins, M. M. (2003). Organizational culture and climate. In W. C. Borman, D.R. Ilgen & R. J. Klimoski (Eds.), *Handbook of psychology: Industrial and organizational psychology* (Vol.12, pp. 565-593). John Wiley & Sons, Inc. <http://dx.doi.org/10.1002/0471264385.wei1222>
- Parker, C. P., Baltes, B. B., Young, S. A., Huff, J. W., Altmann, R. A., Lacost, H. A., et al. (2003). Relationships between psychological climate perceptions and work outcomes: A meta-analytic review. *Journal of Organizational Behavior*, 24, 389-416. <http://dx.doi.org/10.1002/job.198>
- Pipe, P. (1986). Ergonomics and performance aids. In: W. Coscarelli, G. Geis, J. H. Harless, S. Shrock, & M. E. Smith (Eds.), *Introduction to Performance Technology*, Washington, DC: National Society for Performance and Instruction, pp. 129-144.

- Rabey, G. (2007). Diagnose – then act: Some thoughts on training today. *Industrial and Commercial Training*, 39(3), 164-169.
- Rossett, A., and Downes, G. (1991). *What are job aids*. Retrieved from <http://edweb.sdsu.edu/Courses/EDTEC540/540WWW/sect1/>
- Sansone, C., & Harackiewicz, J. M. (2000). *Intrinsic and extrinsic motivation: The search for optimal motivation and performance*. San Diego, CA: Academic Press.
- Sekaran, U. (2003). *Research Methods for Business: A Skill Building Approach*. New York, NY: John Wiley & Sons.
- Sekaran, U. (2007). *Research methodology for business : A skill building approach, (4th ed.)*, New Delhi: John Wikey & Sons.
- Shikdar, A. A., & Sawaqed, N. M. (2003). Worker productivity, and occupational health and safety issues in selected industries. *Computers and Industrial Engineering*, 45(4), 563-572.
- Sinha, E. S. (2001). The skills and career path of an effective project manager. *International Journal of Project Management*, 19, 1-7.
- Stark, P. B., & Flaherty, J. (1999). *The manager's pocket guide to leadership skill*. Canada : HRD Press, Inc.
- Stup, R. (2003). Control the factors that influence employee success. *Managing the Hispanic Workforce Conference*. Cornell University and Penneylvania State University.
- Van Dam, N. (2005).Creating value through self-service learning. *Chief Learning Officer*, April, 14.
- Vischer, J. C. (1989). *Environmental quality in offices*. New York: Van Nostrand Reinhold.
- Vischer, J. C. (2007). The effects of the physical environment on job performance: Towards a theoretical model of workspace stress. *Stress and Health*. 23, 175-184.
- Vischer, J. C. (2008). Towards an environmental psychology of workspace : How people are affected by environments for work. *Architectural Science Review*. 51(2), 97-108.

- Visweswaran, C., & Ones, D. S. (2000). Perspectives on models of job performance. *International Journal of Selection and Assessment*, (8), 216-226. <http://dx.doi.org/10.1111/1468-2389.00151>
- Wright, T., & Pollert, A. (2006). *The experience of ethnic minority workers in the hotel and catering industry: Routes to support and advice on workplace problems*. Retrieved from http://www.acas.org.uk/media/pdf/e/7/03-06_1-accessible-version-July-2011.pdf
- Wurman, R. S. (1989). *Information anxiety*. New York: Doubleday.

APPENDIX 1

RESEARCH QUESTIONNAIRE SHEET MZUMBE UNIVERSITY SCHOOL OF BUSINESS

Dear Respondents,

I am a student of Mzumbe University pursuing Masters of Business Administration (MBA) Corporate Management. This questionnaire aims at collecting data concerning the study *'THE IMPACT OF WORKING ENVIRONMENT TOWARDS REALIZATION OF ORGANIZATION OBJECTIVES'* At Mwanza City Council as case study. The study will enable for partial fulfillment for award of the masters degree.

The following are the list of questions that are awaiting answers from you for academic purpose only. Please may you complete these questionnaires as instructed.

QUESTIONNAIRE

1. Gender of respondent

- a) Male ()
- b) Female ()

2. Age of the respondent

- a) Below 25 years ()
- b) Between 25 - 35years ()
- c) Between 35-45 years ()
- d) Above 45 years ()

3. Which qualification below do you possess?

- a) Diploma course ()
- b) Bachelor degree ()
- c) Master degree ()
- d) Others specify ()

4. Does poor working condition affect employees' performance?

- a) Strongly Agree ()
- b) Agree ()
- c) Neutral ()
- d) Disagree ()
- e) Strongly Disagree ()

5. Does lack of rewards to employees affect their performance?

- a) Strongly Agree ()
- b) Agree ()
- c) Neutral ()
- d) Disagree ()
- e) Strongly Disagree ()

6. Does lack of training to the employees affect the workers performance?

- a) Strongly agree ()
- b) Agree ()
- c) Neutral ()
- d) Disagree ()
- e) Strongly Disagree ()

7. Does employee treatment and employees performance relate ?

- a) Strongly Agree ()
- b) Agree ()
- c) Neutral ()
- d) Disagree ()
- e) Strongly disagree ()

8. How better treatment of employee reflect the performance of employees?

Explain

.....
.....
.....

9. What are the impacts of poor working condition to employees' performance?

- i.
- ii.
- iii.
- iv.
- v.

10. What are the factors affecting the employees performance?

- i.
- ii.
- iii.
- iv.
- v.
- vi.

11. What are the obstacles to the employees' performance?

- i.
- ii.
- iii.
- iv.
- v.

12. How to overcome obstacles affect employees performance?

- i.
- ii.
- iii.
- iv.
- v.