

**WORK ENVIRONMENT AND EMPLOYEE PERFORMANCE IN CREDIT AND SAVING
COOPERATIVES IN UGANDA: A CASE STUDY OF EBIRUNGI BIRUNGA O MUTUTU
(EBO) SACCO MAIN BRANCH IN BWIZIBWERA
MBARARA DISTRICT**

BY

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS ADMINISTRATION
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DECLARATION

I, Namanya Joshua, declare that this study is my original work and has never been presented to any institution or University for both professional and academic purposes. Where the work of others have been used, due acknowledgement has been done.

Signed:

Date:

NAMANYA JOSHUA

APPROVAL

This is to certify that this dissertation entitled “Work Environment and Employee’s Performance of SACCOs in Uganda: A case of Ebirungi Birunga Omututu SACCO main Branch in Bwizibwera in Mbarara District ” has been conducted by Namanya Joshua under my supervision.

Signed;

Date:

.....

MS. ASIMWE VIOLA

DEDICATION

This research is dedicated to my wife Kiconco Winniefred and other family members for their contribution towards my education

ACKNOWLEDGEMENT

First and foremost I thank God for the gift of wisdom, care and love for me throughout my academic and non-academic life.

I sincerely thank my supervisor Asiimwe Viola for all the support, encouragement and time devoted throughout the research to its rightful stage of submission.

Heartfelt appreciation goes to my Friends and all those who have stood with me during the difficult times of education.

May God reward you abundantly!

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LIST OF ACRONYMS AND ABBREVIATIONS

EBO	Ebirungi Birunga Omututu
TQM	Total quality management model
WB	World Bank
SACCO	Savings and Credit Cooperatives

ABSTRACT

The study was about Work Environment and Employees' Performance of SACCOs in Uganda, a case study of Ebirungi Birunga Omututu (EBO) Savings and Credit Cooperation in Bwizibwera Town Council Mbarara District. The study was guided by the goal-setting Theory due to the fact that, performance of employees is closely related with motivation and form part of work environment. The study was guided by the following objectives: To find out the contribution of performance feedback on employees' performance, to determine whether job aid has influence on employees' performance and to examine whether supervisor support contribute to employees' performance at Ebirungi Birunga Omututu SACCO.

The study used a cross sectional design with both quantitative and qualitative approaches. It used Study population of 92 and a sample size of 75 which was selected using purposive sampling and random sampling. Self administered questionnaires and interview guide were the main data collection instruments.

The study revealed that, performance feedback makes employees to know where they should improve, promotes employees' coordination and increases employees' morale to work hard. The study further discovered that, Job aid ensures employees' comfort and affects the quality of services. The study also revealed that, supervisors' support provides direction to all employees, promotes team building, enhances employees' capacity to perform their tasks respondent, improves employee commitment and encourages togetherness among employees

The study concluded that, there is a positive significance relationship between work environment and employees' performance at Ebirungi Birunga Omututu SACCO. It was also discovered that, a unit increase in work environment leads to 57% increase on employees' performance at Ebirungi Birunga Omututu SACCO.

The study recommends that, periodic meetings with employees to air their grievances to management to serve as a motivating factor to the employees through performance feed back. The SACCO should have a good program in place such as rotation program for its employees in order to help them gain confidence and work life balance as this can be a great factor to motivate and retain them. It should try as much as possible to encourage supervisors to help their subordinates in order to attracts, retain and motivate them to perform better.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background to the study, statement of the problem, research objectives, and research questions as well as the scope of the study plus the significance of the study.

1.1 Background to the study

The study was about work environment and employees' Performance of SACCOs in Uganda, a case study of Ebirungi Birunga Omututu (EBO) Savings and Credit Cooperation in Bwizibwera Town Council Mbarara District. The study is important because improving work environment is the main objective of all organizations in the whole world and mostly in SACCOs.

The EBO SACCO was chosen due to its historical background and it is the largest SACCO in Mbarara District with the biggest number of clients and it has been rotating savings and credit association driven by self help spirit of the people in Rutooma Village, Rwanyamahembe sub-county in Kashari County. Work environment plays an important role towards the employees' performance. Work environment is argued to impact immensely on employees' performance either towards negative or the positive outcomes (Chandrasekar, 2001).

In the world, there are international organizations who debate the rights of employee. Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Dorgan, 1994). Better outcomes and increased productivity is assumed to be the result of better workplace environment. Better work environment of office boosts the employees and ultimately improve their productivity. Various literature pertain to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity (Carnevale 1992, Clements- Croome 1997). In the 1990's, the factors of work environment had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work

processes (Hasun & Makhbul, 2005). When employees' are physically and emotionally fit will have the desire to work and their performance outcomes shall be increased. Moreover, a proper workplace environment helps in reducing the number of absenteeism and thus can increase the employees' performance which leads to increased productivity at the workplace (Boles et al.2004).

Opperman (2002) defines work environment as a composite of three major sub-environments: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements.

Historically, employees' performance linkage has been primarily discussed by theorists from the Socio-technical and Human Relations schools of thought. According to the Socio-technical approach (Emery & Trist, 1960), employees' performance depends on congruence between the technical and social structures of the organization. Building on this notion, the human relations perspective posits that satisfied workers are productive workers (Likert, 1961; McGregor, 1960). Thus, performance is achieved through employee satisfaction and attention to employees' physical as well as socio-emotional needs. Human relations researchers further argue that employee satisfaction sentiments are best achieved through maintaining a positive social organizational environment, such as by providing autonomy, participation, and mutual trust (Likert, 1961). Based on this logic, employee satisfaction is believed to influence the development of routine patterns of interaction within organizations. Through mutual interactions, employees develop relationships with co-workers that also prescribe behavioral expectations and influence behaviors (e.g, norms or informal standards of acceptable behavior). For example, an unhappy employee could be prevented from lowering their performance by control mechanisms (e.g., standards of measurement, supervisory influence); however, widespread dissatisfaction among employees could lead to a strike or sabotage that might hinder an organization's effectiveness. Alternatively, dissatisfied employees might choose to maintain performance levels (due to control mechanisms) but neglect to inform supervisors of important information that, over time, would result in lower organizational effectiveness or efficiency. Thus, employees' job satisfaction sentiments are important because they can determine collaborative effort (Harter et

al., 2002). Brenner (2004) asserted that the ability of employees within an organization to share knowledge throughout the system depends on the conditions of their work environment. Some employees tend to be more productive in a well facilitated work environment. More so, the quality of comfort variable from work environment determines the level of satisfaction and productivity of workers. Workers productivity cannot be optimal, if the conditions of work environment are not favorable. Improved work environment enhances employee's productivity.

The study was guided by the Goal-Setting Theory and this because the performance of employees is closely related with what the SACCO wants to achieve and form part of work environment that enhances employees' performance.

In 2014, the Ebirungi Birunga Omututu appointed a taskforce as an important step towards drawing a road map for the SACCO reforms. The manager of SACCO was tasked to make sure that the employees work environment is fairly designed to improve performance (EBO performance Report, 2015). In the last five years, Ebirungi Birunga Omututu has had a lot of changes in terms of supervisor support and job approaches in order to improve employees' performance and yet the outcomes seem not to be proportionate to these changes. Performance in the Ebirungi Birunga Omututu has been and continues to draw attention from the external and internal stakeholders. There are various factors that affect employees' performance and it was the purpose of the study to analyze work environment as one of the factors that contribute to employees' performance. Clients will enjoy an extensive range of facilities and comprehensive or highly personalized services.

EBO SACCO has benefited from strategic partnership with international development partners such as TRIAS, EU-SUFFICE, CCA and currently with a business relationship with ABI TRUST. It has received support from local partner such as Uganda Cooperative Alliance, Uganda Central cooperative financial services and Mbarara District Farmers Association. EBO was established with the vision of becoming the leading and enterprising financial institution in Mbarara District, its mission is to provide a sustainable quality financial services that promote improved livelihood of rural and peri-urban active members.

1.2 Statement of the problem

Although Ebirungi Birunga Omututu SACCO has clear objectives aimed at improving work environment with the main aim of advancing its performance. There have been problems concerning employees' performance, according to the SACCO's management report (2015), employees were complaining about the behaviors of their supervisors such as unfair treatment, poor communication and harsh conditions inserted on them for example overtime working. The above conditions have led to late coming of employees and others leaving to other SACCOs which is an indicator of poor commitment which hinders their performance. In addition, the clients of the SACCO were complaining about the delays in serving them which has affected the quality of services. It is against this background that the researcher intended to investigate the contribution of work environment on employees' performance at Ebirungi Birunga Omututu SACCO.

1.3 Purpose of the study

The purpose of the study was to assess the impact of work environment on employee Performance in SACCOs.

1.4. Objectives of the study

- i. To find out the contribution of performance feedback on employees' performance at Ebirungi Birunga Omututu SACCO.
- ii. To determine whether job aid has influence on employees' performance at Ebirungi Birunga Omututu SACCO.
- iii. To examine whether supervisor support contributes to employee performance at Ebirungi Birunga Omututu SACCO.

1.5. Research questions

- i) What is the contribution of performance feedback on employees' performance at Ebirungi Birunga Omututu SACCO?
- ii) How has job aid influenced employees' performance at Ebirungi Birunga Omututu SACCO?
- iii) Does supervisor support contribute to employees' performance at Ebirungi Birunga Omututu SACCO?

1.6. Research hypothesis

H₀: There is no statistical significant relationship between work environment and employee performance Ebirungi Birunga Omututu SACCO.

H₁: There is a statistical significant relationship between work environment and employee performance Ebirungi Birunga Omututu SACCO.

1.7. Research Scope

Geographical scope

The study was carried out at Ebirungi Birunga Omututu SACCO main branch located in Bwizibwera Town Council in Mbarara District, Western Uganda.

Content scope

The study presents the contribution of work environment on employee performance and mainly focused on the following objectives: To find out the contribution of performance feedback on employees' performance, job aid and supervisor support on employees' performance

Time scope

The study considered the period of three years from 2013 to 2017 and this is when Ebirungi Birunga Omututu SACCO started facing performance problems and data was collected within two months that is from May- June 2018 and this time was enough for the researcher to collect enough data.

1.8. Significance of the study

SACCO's Management

It is anticipated that the findings of the study shall pave way for the authorities of EBO SACCO to accept the variable that affects employees' work environment and their performance at the organization. Such an acceptance could be utilized to improve on the working conditions of employees. The findings of this study shall enable the SACCO to know how to address issues concerning the employees and its work environment.

Academicians

It shall therefore serve as a reference material for future researches in this area. Also, the results shall throw more light on factors affecting employee's performance as far as their environments

are concerned. The study is expected to provide knowledge and measures to improve the work environment of employees for better performance in SACCOs.

1.9. Study setting

EBO SACCO was formed in 1995 as a rotating savings and credit association driven by self help spirit in Rutooma Village, Rwanyamahembe sub-county in Kashari County. It has the main office located in Bwizibwera town council in about 25 Km from Mbarara Town on Ibanda Road. It has six branches, which include Bwizibwera Branch (Main branch), Ibanda branch, Kashaka Branch, Rushere branch in Kiruhura district, Igorora branch and Mbarara branch. In 2002, it was registered and started operating as a saving and credit cooperation with a membership initially from Rwanyamahembe sub-County but expanded to other counties and currently it draws membership from Mbarara Municipality, Kashari County and neighbouring districts of Ibanda, Kiruhura, Sheema, Kamwengye, Bushenyi and Buhweju.

1.10. Arrangement of the study

The research dissertation contains eight chapters, which starts with preliminaries which include cover page, the declaration, approval, dedication, acknowledgements, acronyms and abbreviations, operation definitions and abstract.

Chapter one; presents the instruction, that focused on the background to the study, problem statement, purposes of the study, objectives of the study, research questions, hypothesis, Scope of the study, significance of the study, Setting of the study and arrangement of the study.

Chapter two; presents literature review basing on the findings of various researchers in Uganda about the issue under study, a review of related literature and writing of the various researchers outside the country and conceptual frame work.

Chapter three; presents the research methodologies which were used by the researchers, population sample, sampling techniques, sample size, data analysis, research sign, data collection procedures, instruments used , interpretation and limitation of the study.

Chapter four presents the findings on the background information of respondents

Chapter five presents findings relating to the contribution of performance feedback on employees' performance at Ebirungi Birunga Omututu SACCO.

Chapter six presents findings on how job aid influences on employees' performance at Ebirungi Birunga Omututu SACCO.

Chapter seven presents findings on how supervisor support contributes to employee performance at Ebirungi Birunga Omututu SACCO

Chapter eight presents the harmonization of the study variables.

Chapter Nine presents the summary, conclusion and recommendations

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

Attempts in this chapter are directed to the review of the related literatures of the study; it involves reviewing of the different study objectives one by one using text books magazines, reports among others this shall be done following the study objectives guided by the research questions.

2.1. Literature survey

Mwangi (2011), carried research on monetary compensation and employee performance of SACCOs in Uganda, a case study of selected SACCOs in Wandegaya Kampala Uganda. The study objectives were; To establish the types of compensation employed by SACCOs, to determine factors that influences the performance of SACCOs and to assess the relationship between monetary compensation and the performance of SACCOs. The key findings of the survey showed that 59% of the respondents were using monetary compensation, while only 41% were not using monetary compensation, Out of those who used monetary compensation, 67% of the respondents were performing well while 33% of the respondents were not performing well. In this case, if they continue operating, they may worsen their performance. However this study did not cover specifically performance feedback and therefore the current study intended to close this gap.

Mutesasira (2001), carried out a research on effect of working condition on the employee productivity in Wazalendo SACCO, the study objectives included: to find out how poor working conditions effect employee productivity and to establish the challenges facing Wazalendo SACCO in managing its productivity. However, this study did not look specifically on Employee's Performance and thus the current study intends to close this gap.

2.2. Theoretical review

The study was guided by the following theory and model.

2.2.1 Goal-Setting Theory

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

Employee's performance is a major multidimensional construct aimed to achieve results and has a strong link with planned goals of an organization (Abbas and Yaqoob, 2009). Performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization (Sabir et al. 2012). Employees 'goals achievement in this theory is by creating of work environment attractive, comfortable, satisfactory and motivating to employees so as to give them a sense of pride and purpose in what they do. How work environment is designed and occupied affects not only how people feel, but also their work performance, commitment to their employer, and the creation of new knowledge in the organization (Taiwo, 2009).

2.2.2 Total quality management model (TQM)

The total quality management is regarded as problem-solving abilities of employees because it includes factors for employee evaluation which make managers understand the performance of implementing TQM by evaluating Employee's Performance via the TQM factors (Salaman et al, 2005). Blau, (1964) used the time series analysis to estimate the financial profits that employees generate due to their regular works and applied the opportunity cost concept to calculate the loss owing to job transfers and influence activities. The averages of fuzzy linguistic variables were applied to estimate expected Employee's Performance via the possibility approach.

The model states that, to provide the lists to the managers for assigning employees to jobs, Employee's Performance first must be calculated according to the estimated results.

Furthermore, to generate the candidate employees, ranks of employees in distinct jobs can be determined on the basis of the job attributes and Employee's Performance as cited by Cavanaugh (2004). Regarding the benefits generated via employee cooperation in a job, the employee combination should be emphasized as the Employee's Performance is calculated to assign employees to jobs. First, employee ranks in distinct jobs can be determined via the standard fuzzy arithmetic, and then the feasible employee combinations can be generated via the triangular fuzzy number. Furthermore, the optimal employee assignment plan for the designated jobs can be determined according to the job characteristics and can be provided to the related supervisors for operational planning. In addition, the model proposed by Golec and Kahya (2007) quantifies the performance evaluation factors via the heuristic method and calculates the scores of employees via the factors according to the fuzzy rules. The employee assignment plan can be obtained by ranking the employee scores. This theory is based on the hypothesis that individuals adjust their performance in the organization on the basis of anticipated satisfaction of valued goals set by them.

2.3. Review of related literature

2.3.1. Performance Feedback and Employee's Performance

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

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

Performance feedback is an information exchange and conflict resolution process between the employee and supervisor. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. Managers and supervisors will need to be comfortable with working with the whole range of workplace factors that influence employee performance. While the supervisor gives his/her feedback and requirements, the employee enables to give his her feedback regarding his/her requirements. Although this process is formal, it could be managed informally by gaining closer relations for two sides (Chandrasekar, 2011).

According to Harter (2002), Performance feedback concerning reward systems relate to both the kind of rewards offered to employees for their services and the manner in which such rewards are administered in performance contingent manner Performance feedback practices related to reward are critical in determining the level of employees' performance. Because organization structures indirectly affect the commitment and morale of employees through authority patterns and leadership styles, they have implications for Employee's Performance in an organization.

Performance feedback practice analysis suggests that multi-nationals have a well-developed and formalized performance management, system. Some of them have adopted management by objectives approach to Performance feedback. These organizations have the practice of preparing detailed job descriptions because they assume that without properly defining the jobs, setting performance goal would be difficult. According to Maritz, (1995), Performance feedback should be based on performance measured relative to the performance of all employees in the organization rather than absolute measure of individual's performance

2.3.2. Job aid and Employee's Performance

Rossett and Gauier (1991) stated that, the purpose of job aid is to direct and guide as to enlighten the employees performance. Job aid also helps in order to support the employees' performance. An example of a military performance had been reviewed by (Duncan 1985) regarding the military reliance on job aids between 1958 and 1972 which is significant and positive contribution toward the military performance. He also stated that based on the results of military analysis, job aid saved money without jeopardizing employees work performance. There are three ways to increase performance based on the job aid (Cavanaugh, 2004). The first way is through the external support which means that the employees need to take leave from work and

look for the source as for their reference to their job. The second way is through the extrinsic support. An extrinsic support means that the job aid is being given within the system itself. As for the third way, it is called the intrinsic support. An intrinsic support is an insider or software that is being used as for the efficiency of workflow.

Physical factors in the workplace such as poor layout or overcrowding can lead to common types of accident such as tripping or striking against objects. There are also some other factor that could affect the employees performance such as noise which will cause discomfort on the employees and thus reduce the employees' productivity (Armstrong, 2008). An employee could be affected depending on the task they are given and also the environment of the place they are working. By having a good environment, the employees could apply their energy and their full attention to perform work (Vischer, 2007).

Work incentive for increasing employee's performance is often thought to be based on salary and promotion. In addition, a motivating work environment must be the one in which employees are treated fairly (Brenner, 2004). No matter what level of input a particular worker has in relation to the business processes as a whole, it is essential for a manager to give each employee a sense of playing a dynamic, integral role in something much larger. Indeed, engendering loyalty is a key element of motivating workers and thereby increasing the overall productivity and employee performance. Therefore the organization determines what motivates its employees and sets up formal and informal structures for rewarding them as the work environment factor which enhances performance (Cooper, 2004).

Job aid is clearly central to the employment relationship. While there are plenty of people who enjoy working and who claim they would not stop working even if they were to win a big cash prize in a lottery, most of us work in large part because it is our only means of earning the money we need to sustain us and our families. How much we are paid and in what form is therefore an issue which matters hugely to us (Torrington et al., 2011). The job aid that we apply to both individual and team performances are therefore critical in determining how affective our performance will be. Wilson (2003,) describes rewards and their purpose as including systems, programmes and practices that influence the actions of people. The purpose of job aid systems is

to provide a systematic way to deliver positive consequences. Fundamental purpose is to provide positive consequences for contributions to desired performance.

Job aid relates directly to how we reward them. Replacing employees in a company can be an arduous and expensive exercise (Harris et al 2000). Even in more secure industries such as the public sector, performance needs to be managed and staff motivated as in the private sector. Aiding the experienced staff in both these industries is important to create competitive advantage and organisational success. This study looked at the importance of job aid experienced and high performing staff (Haynes, 2008). So in a time when job aid is restricted by the economic climate, retaining high performers with rewards has to be achieved while making all staff feel valued. The study investigated if these values have an effect on employee performance.

As more and more organisations cross international boundaries to conduct business, rewards that are relevant in one country may not be as important in another (Pritchett, 2005). If a structured job aid, and the specific type of aid applicable to this organisation is imperative for increasing This is all in the context of an ever changing society, where most workers aspire to be wealthy in a way that previous generations did not. These aspirations from an increasing educated and mobile workforce put even more emphasis on an organisations reward systems and structures, and highlight the importance of job aid in the context of achieving job satisfaction among employee's and using this as a competitive weapon against business rivals (Sekar, 2011).

2.3.3. Supervisor Support and employee performance

A supervisor is known as a person with an experience leader, a person who can solve problem and also the role model at the first level of organizational management (Adair, 1988; Nijman, 2004). Therefore, as an experience leader, the supervisors had always being involved in conducting a training program. The training program that is being conducted are such as establishing the objectives, selecting the trainer, developing a lesson plans, selecting the program method and techniques that is being used, preparing the materials, scheduling the program and also conduct a training needs analysis (Adair, 1988; Elangovan & Karakowsky 1999). Rabey, (2007) stated that, a supervisor could be a trainer to the employees, as the trainer will assist the employees in getting their job done by guiding employees on the operational process especially when it comes to a new operational procedure. A supervisor support could lead to the employees' performance but there is a case that the supervisor had failed in supporting their

employees. For example, the miscommunication between employees and the supervisor in term of delivering the information or process on the job to the employees (Harris et. al., 2000). In order to gain the employees performance, both party in between the employees and supervisor needs to play their part which is to commit with the relationship. If full commitment is given, it will leads to positive result to the performance from the employees (Blau, 1964).

Immediate supervisors act as advocates for employees, gathering and distributing the resources needed by the employees for them to be able to do a good job and providing positive encouragement for a job well done. As the working environment factor, supervisor interpersonal role is important to encourage positive relations and increase self-confidence of the employee and in return improve Employee's Performance (Blau, 1964).

Kohun (1992), defines work environment as an entirely force 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 environment in which the employees work. Brenner (2004) is 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 their 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.

Opperman (2002) defines work environment as a composite of three major sub-environments: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity. Organizational environment

include systems, procedures, practices, values and philosophies. Management has control over organizational environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality. Thus, issues of organizational environment influence employee's productivity.

Ramlall (2004) stated that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance. Vischer (2007) also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. Furthermore, a reward system should be implemented based on the performance of the employees. This is to motivate the employees in order to perform more on their task.

There are several factors that being described by Vischer (2007) towards the success of the employees' performance. The factors are such as job aid, equipment, meaningful work, performance expectation, and feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes. Franco et al (2002) defined performance that relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence employers are supposed to provide appropriate working conditions in order to make sure the performance of employees meet the required standards.

2.3. Employee's Performance

Employees' performance is the ability of employees to meet organizational tasks, requirements and objectives through strategic investment into organizing, executing and accomplishing roles and duties in the minimum time possible (Avolio, 2004). Employees' performance focuses on the number of clients, problem solving, revenue, effective and efficiency and quality service.

Work environment provide employees with a clear vision and mission and, in turn, earn a high degree of performance (Sundstrom et al, 1994). Work environment influence behaviour, Bhatti

(2007) summarized the importance of the work environment in effectuating employees' effectiveness. However, Bhatti (2007) affirms that only if the moral and ethical values in work environment are uplifting can the employee be denoted as a good performer. In other words, work environment influence the employers to treat the employees kindly.

Good work environment influence means simply being influential over employees. The result of good work environment is a legion of happy employees, Taiwa (2009) noted that employees' performance is the ability of individuals to provide good results and this means that mission and vision, personal consideration must be within work environment towards the employee's is the ability of the, if someone serves his or her organization to the best of his or her abilities, that can be a great motivator to employees (Taiwa, 2009). It can be stated that good work environment demonstrates superior levels of ethical and moral consideration towards employees' performance.

According to Sabir et al (2012), the extent of employees' performance is caused largely by his state of mind and predisposition on the job. Is he a satisfied worker? Is he happy at the job? If he is unhappy and unsatisfied, he cannot perform up to his maximum capability or level of efficiency. If an employee is unhappy, there is tendency for him to engage in some dysfunctional and negative activities that would restrain rather than enhance his performance. It is believed that "a happier worker is a productive worker" held true, then the view that satisfaction cause's performance may hold ground.

In any organization tasks are performed with the help of resources; material, machine, money and most importantly men. All other resources except for human beings as employees are non-living. Employees make use of these resources to generate output without them other resources will be useless, dormant and will not produce anything. Therefore, human resource is the greatest asset any organization can have and should be given the highest priority. (Ojeleye & Okoro, 2016). Similar view is supported by Zaman (2011), he argued that human resource provides basis for an organization to achieve sustainable competitive advantage.

Since organizations are operating in a dynamic and competitive business environment, they need to develop strategies to acquire and retain the competent workforce. He also emphasize,

nowadays human asset considered to be the most important asset of any organization and in order to get the efficient and effective result from human resource motivation is necessary. Remuneration is traditionally seen as the total income of an individual and may comprise a range of separate payments determined according to different rules. For example, the total remuneration of medical staff may comprise a capitation fee and a fee for services, or it may include a salary and shared financial risk (Erez, 1985).

Organizations need highly performing individuals in order to meet their goals, to deliver the products and services they specialized in, and finally to achieve competitive advantage. Performance is also important for the individual. Accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride. Low performance and not achieving the goals might be experienced as dissatisfying or even as a personal failure. Moreover, performance if it is recognized by others within the organization is often rewarded by financial and other benefits. Performance is a major although not the only prerequisite for future career development and success in the labor market. Although there might be exceptions, high performers get promoted more easily within an organization and generally have better career opportunities than low performers (Scott, 2000).

2.4. Conceptual frame work

Independent Variable

Dependent variable

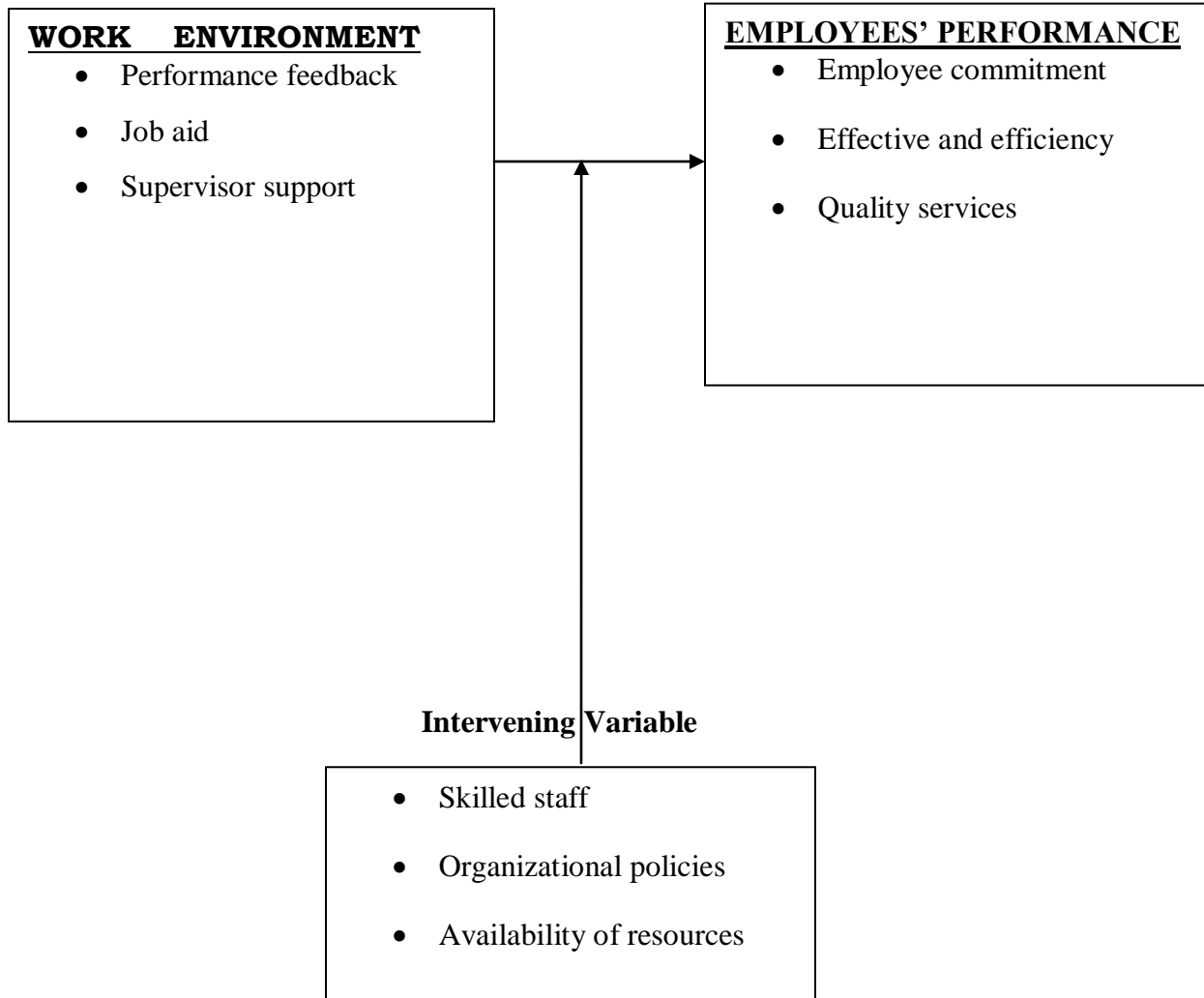


Figure 2.1 Conceptual Framework showing relationship between work environment and employees' performance. Source: Generated by the researcher from the literature review (2018)

The conceptual framework above represents the factors that influence work environment (independent variable) which include: performance feedback, Job aid and supervisor support and employee's performance which include: employee commitment, effective and efficiency and quality services and these are connected by the intervening variable which includes: Skilled staff, organizational policies and Availability of resources.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Introduction

This chapter presents an overview on how research was conducted. It focuses on research design, sampling procedure, the study population and sample size data collection tools and data analysis.

3.1. Study area

The study was carried out at Ebirungi Birunga Omututu SACCO main branch located in Bwizibwera town council in about 25 Km from Mbarara Town on Ibanda Road, Mbarara district Western Uganda.

Research design is about the ways the research is going to be carried in order to collect data from the field. It comprised research strategy, duration, and classification.

Research strategy

The study used both quantitative and qualitative approaches. The quantitative approach was used to quantify incidences in order to describe current conditions at Ebirungi Birunga Omututu SACCO using information gained from the questionnaire. And the Qualitative approach was used to give the explanation of events and described findings using interviews.

Research duration

The study took place on snapshot and a representation of events over a given period of time and therefore it considered information covered between 2012-2017. It was also carried out from April to June 2018.

Research classification

The study was classified in exploratory, descriptive and explanatory studies. Descriptive was used in order to ascertain and be able to describe various characteristics of variables in the study, exploratory was used to gather in-depth data about the topic and lastly the explanatory was used to explain the study variable by associating them with the study.

3.3 Study population

A population is any group of individuals that has one or more characteristics in common and that are of interest to the researcher (Creswell, 2005). Therefore, the target population of this study included manager, (1), tellers (4), customer care (7), receptionists (2), security guards (3), clients/customers (54) and cleaners (5) making a total of 92 respondents and the distribution is indicated in the table 3.1.

3.4 Sample size

Kothari, (2004) defines sample as small group of respondents drawn from a population about which a researcher is interested in getting the information so as to arrive at a conclusion. The sample size was 75 respondents. This was determined by the Soloven's formulae for sample size determination as it is shown below.

$$n = \frac{N}{1 + Ne^2}$$

Where, N is the target population,

n is the sample size

e, is the level of statistical significance which will be 0.05 for purpose of this study.

$$(e)^2 = 0.0025$$

For this case:

$$N = 92$$

$$n = \frac{92}{1 + 92(0.0025)}$$

$$n = 75$$

According to Sekaran (2004) a sample size large than 30 less than 500 is appropriate for most studies. The distribution of which is shown in table 3.1.

Table 3.1 Distribution of the sample

Section	Population	Sample size	Sampling techniques
Manager	1	1	Purposive sampling
Tellers	4	3	Purposive sampling
Customer care	7	5	Purposive sampling
Receptionists	2	2	Purposive sampling
Security guards	3	3	Purposive sampling
Clients	70	54	Simple Random sampling
Cleaners	5	4	Purposive sampling
TOTAL	92	75	

Source: Primary data(2018)

3.5. Sampling techniques

Simple Random sampling

Simple random sampling was used to select respondents from the study population by chance. In this process every respondent had an equal chance of being included in the sample and this was applied to available clients.

Purposive sampling

Purposive sampling was used where a number of respondents was small it based on the nature of their occupation and specific information required from them. This technique was used to select respondents from the manager, tellers, receptionists, customer care, security guards and cleaners of Ebirungi Birunga Omututu SACCO. This technique was appropriate because the expected respondents comprised of informed persons who possessed vital data that was comprehensive enough to allow a better insight in the problem.

3.6 Sources of data

The study used both primary and secondary sources of data.

Primary data

This was obtained from the study population of the research. Primary data was collected through distribution of questionnaires and interviews.

Secondary data

Secondary data was obtained from Published data which included reports News papers, Magazines, Brochures and Websites.

3.7. Data collection methods

The study used the following research methods:

Questionnaire survey

The study used questionnaires when collecting data and this helped the researcher to get first hand information.

Face to face interviews

The researcher carried out face-to-face interview with the respondents and this helped to obtain data that cannot be collected by the use of questionnaire

3.8 Data collection tools

These were tools that facilitated the collection of the information from the respondents. They included the following:-

3.8.1 Self-administered questionnaire

According to Kothari (2004), a questionnaire is a method of collecting data which uses a set of questions for collecting data. This is a set of pre-set questions, which was administered to respondents. The questionnaire was in English and was taken to the selected respondents to be filled. Self-administered questionnaire was used to collect data mostly from clients of the SACCO due to their large numbers.

3.8.2. Interviews guide

The researcher also used interview guide to collect data from the respondents. The interview guide was preferred because most respondents were not in fixed places where questionnaires could be delivered and picked later. This method was also preferred because it generated a wide range of responses and hence facilitating the collection of rich data. The interview guide easily collects data from the primary source which was used to collect first hand information for this study.

3.9 Data management

3.9.1 Quality control

Validity

Validity of instruments was ascertained by discussing the questionnaire drafts with the supervisor. To ensure that data collection instruments are valid, they were pre-tested using a reasonable number of respondents. The supervisor and other experts in the field were consulted about the content of instruments, ambiguity of question items and their relevancy. Amin (2005) holds that validity is the appropriateness of the instrument. Validity is the extent to which data collection instrument collects data that have the characteristic or attribute the researcher wants to measure.

Odiya (2009) in support to Amin holds that validity of an instrument is the ability of the instrument to collect justifiable and truthful data; that is, measuring what it is developed to measure (Odiya, 2009). Therefore, the instrument(s) were given to ratters who rated the relevancy of each item and a content validity index (CVI) was computed using the following formula:

$$CVI = \frac{R}{R+N+IR}$$

Where

CVI = content validity index; R= Total number of items rated as relevantly N = Total number of items rated as Neutral; and IR= Total number of questions rated as irrelevant

So using the formula above, the researcher calculated the content validity index for the questionnaire as follows; the results of the CVI are shown in table 3.2 below.

Table 3. 2: Showing the Content Validity Index of the study variables

Variable	Number of items judged	Number of items tested relevant	CVI
Performance feedback	7	5	0.71
Job aid	9	6	0.67
Supervisor support	9	6	0.67
Average			0.68

Source: Primary data (2018)

The computed CVIs were above the 0.60 threshold postulated by Odiya (2009) and an average of 0.68 was also above, implying that the tools that were used in collection of the data were valid.

Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Omagor, 1986). The reliability of instruments was established basing on the preliminary results derived from the pilot study. Results realized were discussed with the supervisor for reliability and to make sure that, the instruments are acceptable. The reliability of the questionnaire was assessed using Cronbach's Alpha at 0.05 level of significance. According to Odiya (2009:), Cronbach's alpha is used if the instrument which has more than two responses provided for each item. Cronbach's alpha coefficient was used to test for internal consistency of the research variables to test for the reliability of the questionnaire. The following formula was used;

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum \sigma_k^2}{\sigma^2} \right)$$

Where

$\sum \sigma_k^2$ = the sum of the variances of the k parts (usually items) of the test.

σ = standard deviation of the test (items in the instrument).

α = reliability coefficient.

The results obtained were as follows;

Table 3. 3 : Showing the reliability analysis

Variable	Number of items	Cronbach's alpha coefficient
Performance feedback	5	0.96
Job aid	6	0.76
Supervisor support	6	0.76

Sources: From primary data reliability test (2018)

Table 3.3 above show the alpha values of 0.96 for Performance feedback, 0.76 for Job aid and 0.76 for Supervisor support which were all higher than 0.60 recommended for social research by Odiya (2009) suggesting that all the items used to measure each variable were consistent in measuring the variable. The table above (3.3) reveals that all the variables in the instrument are deemed reliable.

3.10. Data processing analysis and presentation

Analysis of quantitative data

The relationship between work environment and Employee's Performance in Ebirungi Birunga Omututu SACCO was evaluated using Pearson's correlation coefficient. Data from questionnaires was presented in form of tables, frequencies and percentages using SPSS.

Analysis of qualitative data

Qualitative data was descriptive and obtained from interviews, and review of documents. This data was presented in accordance with the objectives of the study and help to substantiate findings from quantitative data. In case of the qualitative data, the responses obtained were categorized into common responses and the data was analyzed using both inferential and descriptive statistics. Content analysis was used to edit the data from interviews and reorganize it into meaningful shorter sentences. This was then presented to supplement the quantitative data in order to have a clear interpretation of the results.

3.11. Research ethical Considerations

The respondents whom data was collected from were assured that information provided shall be kept confidential, and it shall only be used for academic purposes. On the other hand, the authors quoted in this study were acknowledged through citations and referencing. The researcher got a letter from the University signed by the Dean of School and it was presented to the Finance and Administration manager of Ebirungi Birunga Omututu SACCO.

3.12 Limitations of the study

Given that it's a cross-sectional, data collected was limited to a single time point. Therefore, changes over time could not be assessed, and estimates of how quickly study measures might respond to any changes could not be provided. The study however tried to generate a significant data set that examined the potential relationships between the variables.

The geographical scope of this study was narrow and limited to one organization which does not realistically present the position of other SACCOs. However, Ebirungi Birunga Omututu SACCO possesses all the characteristics of genuine SACCOs thus the study can still be valid.

Documentary centers like libraries had restrictions and unfriendly regulations to be followed. This hindered smooth flow of activities as planned. As a remedy, procedures were followed as necessary. In addition, the researcher established a friendly relation with those in charge of archiving the required documents to enhance their access.

CHAPTER FOUR

BACKGROUND INFORMATION OF RESPONDENTS

4.1. Introduction

This section presents the analysis and interpretation of biographic information of respondents.

The background information focused on age group, gender, number of years in the organization, and departments in which the respondents work, and their qualifications. Details of the findings are presented below:

4.2 Age

The distribution by age reported by respondents is presented in table 4.1.

Table 4.1: Age

Category	Frequency	Percentage (%)
Valid		
Between 21-30	10	13.3
31 - 40 Years	40	53.3
41 - 50years	20	26.7
Above 50	5	6.7
Total	75	100

Source: Primary Data (2018)

The results presented in table 4.1 indicate that, 10(13.3%) of total respondents were aged between 20-30, 40(53.3%) 31-40, 20(26.7%) 41-50 while 5(6.7%) were above 50 years of age. Majority of the respondents were aged between 31-40 years. This implies that, the study considered mature people since the majority of respondents were above 30 years. At the same time, it was also revealed that Ebirungi Birunga Omututu SACCO employs energetic staff since majority of them were below 40 years of age.

4.3 Gender

The distribution by gender reported by respondents is presented in table 4.2

Table 4.2: Gender

Category	Frequency	Percentage (%)
Valid Female	45	60
Male	30	40
Total	75	100.0

Source: Primary Data (2018)

The results presented in table 4.2 indicate that 45(60%) were female and 30(40%) male. Majority of the respondents were females and this implies that Ebirungi Birunga Omututu SACCO employs more females than males. This is because females were more interested to work with Ebirungi Birunga Omututu SACCO. In addition, females were also more interested in providing data than males.

4.4 Marital status of the respondents

Respondents were also asked to state their marital status and the results are presented in table and figure 4.3.

Table 4.3: Marital status of respondents

Status	Frequencies	Percentage (%)
Single	38	51
Married	27	36
Divorced/separated	10	13
Total	75	100

Source: Primary Data (2018)

Table 4.3 above indicates that 38(51%) of the respondents were single, 27(36%) were married and 10(13%) had divorced. The majority of the respondents were single and this implies that Ebirungi Birunga Omututu SACCO mainly employs people with less responsibilities and hence

putting much of their time on the duties assigned to them and this helps in improving performance. In addition more single respondents participated in research because they had enough time for providing data.

4.5 Educational Levels

The distribution by education levels presented by respondents is presented in table 4.4.

Table4.4: Education levels

Category	Frequency	Percentage (%)
Primary	10	13.3
Secondary	12	16
Diploma	35	46.7
Bachelors	15	20
Masters	3	4
Total	75	100.0

Source: Primary Data (2018)

The findings presented in table 4.4 indicate that, 10(13%) had completed primary level, 15(20%) secondary level, 35(46.7%) Diploma, 15(20%) Bachelors while masters 3(4%). Majority of the respondents held Diploma. In addition, all respondents had at least attained education level which implies that, respondents had the requisite literacy to understand set questions, terminologies and concepts used in the study and hence they gave valid and reliable data.

4.6. Length of services

The researcher also asked respondents to state their length of service at Ebirungi Birunga Omututu SACCO and their responses are presented in table 4.6.

Table 4.5: Length of service

Length of service (years)	Frequencies	Percentage (%)
Less than 1 year	1	9
1-3	4	36
3-6	5	46
Above 6 years	1	9
Total	11	100

Source: Primary Data (2018)

Findings in table 4.5 show that 1(9%) of the respondents had served for less than 1 year, 4(36%) 1-3 years, 5(46%) between 4-6 years and 1(9%) above 6 years. The majority of the respondents had served between 4-6 years indicating that Ebirungi Birunga Omututu SACCO has experienced staff. In addition, respondents had adequate knowledge about the contribution of work environment to performance and hence gave reliable data.

CHAPTER FIVE

CONTRIBUTION OF PERFORMANCE FEEDBACK ON EMPLOYEES' PERFORMANCE

5.0. introduction

Objective one of this study set out to establish the contribution of performance feedback on employees' performance. In that regard, the study derived both primary and secondary data using the methodology in chapter three. The findings are presented in following tables.

5.1. Performance feedback makes employees to know where they should improve.

The study sought to find out whether performance feedback makes employees to know where they should improve and the results are presented in table 5.1.

Table5.1: Performance feedback makes employees to know where they should improve.

Category	Frequency	Percentage (%)
Valid Strongly Disagree	0	0
Disagree	0	0
Not Sure	10	13.3
Agree	20	26.7
Strongly Agree	45	60
Total	75	100.0

Source: Primary Data (2018)

The results presented in table 5.1 indicate that, strongly disagree and disagree were null rated, 10 (13.3%) were not sure, 20(26.7%) agreed while 45(60%) strongly agreed. Majority of the respondents (86.7%) generally agreed. This implies that, Performance feedback makes employees to know where they should improve.

The study through interviews with respondents found out that, “performance feedback acts as conflict resolution process between the employees and their supervisors and this helps them to improve their commitment to their tasks and hence better performance”.

This is supported by Vischer, (2007) who stated that when employees know where they should improve, then they could apply their energy and their full attention to perform work.

5.2. Performance feedback increases employees’ morale to work hard.

The study asked respondents whether Performance feedback increases employees’ morale to work hard. The results are presented in table 5.2.

Table5.2: Performance feedback increases employees’ morale to work hard.

Category	Frequency	Percentage (%)
Strongly Disagree	5	6.7
Disagree	15	20
Not Sure	-	0
Agree	10	13.3
Strongly Agree	45	60
Total	75	100

Source: Primary Data (2018)

Table 5.2 indicates that, 5 (6.7%) strongly disagreed, 15 (20%) disagreed, not sure was null rated, 10 (13.3%) agreed while 45(60%) strongly agreed. Majority of the respondents (73.3%) generally agreed. This implies that, performance feedback increases employees’ morale to work hard.

Respondents told the researcher that, “what the employee is doing right as well as feedback on what requires improvement makes them to double their efforts and thus improving performance”.

The study findings are also in line with Salacuse (2007) who indicates that leaders are now required to lead by feedback, they need to communicate effectively by appealing to the interests of the followers.

5.3. Performance feedback promotes employees’ coordination

The study asked respondents whether Performance feedback promotes employees’ coordination.

The results are presented in table 5.3.

Table 5.3: Performance feedback promotes employees’ coordination.

Category		Frequency	Percentage (%)
Valid	Strongly Disagree	0	0
	Disagree	20	26.7
	Not Sure	0	0
	Agree	45	60
	Strongly Agree	10	13.3
Total		75	100.0

Source: Primary Data (2018)

The result presented in table 5.3 indicate that, none strongly agreed, 20(26.7%) disagreed, not sure was null rated, 45(60%) agreed while 10(13.3%) strongly agreed. Majority of the respondents (73.3%) generally agreed and this implies that performance feedback promotes employees’ coordination. The findings are supported by Nijman (2004) that performance feedback has a positive association with positive work attitudes and employee commitment.

5.4. Performance Feedback increases joint results at Ebirungi Birunga Omututu SACCO.

The study asked respondents whether performance feedback increases joint results at Ebirungi Birunga Omututu SACCO and the results are presented in table 5.4.

Table 5.4: Performance Feedback increases joint results at Ebirungi Birunga Omututu SACCO.

Category		Frequency	Percentage (%)
Valid	Strongly Disagree	25	33.3
	Disagree	20	26.7
	Not Sure	5	6.7
	Agree	25	33.3
	Strongly Agree	0	0
Total		75	100.0

Source: Primary data (2018)

The findings presented in figure 5.4 indicate that, 25 (33.3%) strongly disagreed, 20 (26.7%) disagreed, 5(6.7%) were not sure, 25 (33.3%) agreed while strongly agree was null rated. Majority of the respondents (60%) generally disagreed and this implies that, performance feedback does not increase joint results at Ebirungi Birunga Omututu SACCO.

However, the study through interviews with the respondents revealed that, “feedback makes both employees and the management work together towards the objectives of the SACCO”.

5.5 Performance Feedback is a tool for conflict resolution at Ebirungi Birunga Omututu SACCO.

The study sought to find out whether performance Feedback is a tool for conflict resolution at Ebirungi Birunga Omututu SACCO and the results are presented in table 5.5.

Table5.5: Job aid affects the quality of services at Ebirungi Birunga Omututu SACCO.

Category		Frequency	Percentage (%)
Valid	Strongly Disagree	5	6.7
	Disagree	20	26.3
	Not Sure	0	0
	Agree	15	20
	Strongly Agree	35	47
Total		75	100.0

Source: Primary Data (2018)

The results presented in table 5.5 indicate that, 5(6.7%) strongly disagreed, 20(26.3%) disagreed, 15(20%) agreed while 3(47%) strongly agreed. Majority of the respondents (67%) generally agreed. This implies that, performance Feedback is a tool for conflict resolution at Ebirungi Birunga Omututu SACCO.

5.6. Performance Feedback ensures quick decision making at Ebirungi Birunga Omututu SACCO. The study asked whether Performance Feedback ensures quick decision making at Ebirungi Birunga Omututu SACCO. The results are presented in table 5.6.

Table5.6: Performance Feedback ensures quick decision making at Ebirungi Birunga Omututu SACCO.

Category		Frequency	Percentage (%)
Valid	Strongly Disagree	40	53.3
	Disagree	20	26.7
	Not Sure	5	6.7
	Agree	10	13.3
	Strongly Agree	0	0
	Total	75	100.0

Source: Primary Data (2018)

The results presented in table 5.6 indicate that, 40 (53.3%) strongly disagreed, 20 (26.7%) disagreed, 5 (6.7%) were not sure, 10(13.3%) agreed while none strongly agreed. Majority of the respondents (80%) generally disagreed. This implies that performance feedback does not ensure quick decision making at Ebirungi Birunga Omututu SACCO.

5.7 Performance feedback encourages interpersonal relationships at Ebirungi Birunga Omututu SACCO.

The study sought to find out whether Performance feedback ensures encourages interpersonal relationships at Ebirungi Birunga Omututu SACCO. The results are presented in table 5.7.

Table 5.7: Performance feedback encourages interpersonal relationships at Ebirungi Birunga Omututu SACCO.

Category	Frequency	Percentage (%)
Strongly Disagree	5	6.7
Disagree	5	6.7
Not Sure	10	13.3
Agree	30	40
Strongly Agree	25	33.3
Total	75	100.0

Source: Primary Data (2018)

The findings presented in table 5.7 indicate that, 5(6.7%) strongly disagreed, 5(6.7%) disagreed, 10(13.3%) were not sure, 30(40%) agreed while 25(33.3%) strongly agreed. Majority of the respondents (73.3%) generally agreed. This implies that, performance feedback ensures encourages interpersonal relationships at Ebirungi Birunga Omututu SACCO.

The study through interviews with respondents discovered that, “feedback is a tool for coordination among tools and thus creating good interpersonal relationships”.

5.8 Performance feedback eases the process of performance evaluation at Ebirungi Birunga Omututu SACCO

The study sought to find out whether performance feedback eases the process of performance evaluation at Ebirungi Birunga Omututu SACCO and the results are presented in table 5.8.

Table5.8: Performance feedback eases the process of performance evaluation at Ebirungi Birunga Omututu SACCO

Category		Frequency	Percentage (%)
Valid	Strongly Disagree	0	0
	Disagree	10	13.3
	Not Sure	0	0
	Agree	20	26.7
	Strongly agree	45	60
	Total	75	100.0

Source: Primary Data (2018)

The findings presented in table 5.8 indicate that, none strongly disagreed, 10(13.3%) disagreed, not sure was null rated, 20(26.7%) agreed while 45(60%) strongly agreed. Majority of the respondents (86.7%) generally agreed. This implies that performance feedback eases the process of performance evaluation at Ebirungi Birunga Omututu SACCO.

5.9 Hypothesis Testing

The reviewed literature on objective one suggested a positive contribution of performance feedback to employee's performance. In order to confirm the nature of relationship a correlation, regression, Anova and coefficients analyses were performed on the cleaned data. The results are summarized in the proceeding tables:

Table 5.9: Correlation Analysis matrix

		Performance feedback	Employee's performance
Performance feedback	Pearson Correlation	1	.227*
	Sig. (2-tailed)		.026
	N	45	45
Employee's performance	Pearson Correlation	.227*	1
	Sig. (2-tailed)	.026	
	N	45	45

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation coefficient result revealed a positive contribution of performance feedback to employee's performance ($r=0.227^*$, $p<0.05$). This result supports the hypothesis raised in line with objective one. The result points out that, those employees can improve their efforts after knowing how much they are to put in, it also demonstrates high standards of moral and ethics thus providing employees with resources resulting in improving their performance.

5.10 Regression Analysis

Regression analysis result was generated to establish the extent to which performance feedback ensures employee's performance at Ebirungi Birunga Omututu SACCO. A linear regression analysis was performed on the two variables and the results are presented in the summary model:

Table5.10: Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658a	.433	.415	.29983

a. Predictors: (Constant), Work employee's performance

Findings in the regression model summarized in table 4.9 indicate that performance feedback explained up to 42% of the variance in employee's performance (Adjusted R Square= 0.415). This implies that performance feedback if effectively designed and implemented have the capacity to strongly influence the Employee's performance at Ebirungi Birunga Omututu SACCO.

Table5.11: ANOVA Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.328	3	2.109	23.466	.000b
	Residual	8.270	92	.090		
	Total	14.599	95			

a. **Dependent Variable: Performance feedback**

b. **Predictors: (Constant), Employee's performance**

According to the ANOVA test results in table 5.11, it was revealed that performance feedback is significant in enhancing Employee's performance (F=23.466, P=0.05).

Table 5.12: Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	2.043	.983		2.078	.040
1 Performance feedback	.528	.234	.227	2.259	.026

a. Dependent Variable: Employee's performance

According to table 5.12 above, it is proved that performance feedback significantly influence employee's performance which is established as (Beta value=0.227, t=2.259, P<0.05). performance feedbacks believed to cause positive change that improves the overall employee's performance at Ebirungi Birunga Omututu SACCO. Based on multiple linear regression model, the study sought to establish the effect of performance feedback on employee's performance.

The following hypothesis was therefore tested:

H0: Performance feedback does not contribute to employee's performance at Ebirungi Birunga Omututu SACCO

H1: Performance feedback contribute to employee's performance at Ebirungi Birunga Omututu SACCO

The study found that performance feedback explained a significant proportion of variance in staff performance, $R^2 = .415$, $F(23, 466) = 23.5$, $p < 0.01$.

CHAPTER SIX

JOB AID AND EMPLOYEES' PERFORMANCE

6.0. Introduction

Job aid makes a person to fit or misfit to the environment of the workplace. job aid can also be known as an ergonomic workplace. Objective two of this study set out to establish the the contribution of job aid and employees' performance and the results in that regard are presented in the proceeding tables.

6.1. Job aid ensures employees' comfort at Ebirungi Birunga Omututu SACCO

The study asked whether job aid ensures employees' comfort at Ebirungi Birunga Omututu SACCO and the results are presented in table 6.1.

Table6.1: Job aid ensures employees' comfort at Ebirungi Birunga Omututu SACCO.

Category	Frequency	Percentage (%)
Valid Strongly Disagree	0	0
Disagree	10	13.3
Not Sure	0	0
Agree	20	26.7
Strongly agree	45	60
Total	75	100.0

Source: Primary Data (2018)

The results presented in table 6.1 indicate that, none strongly disagreed, 10(13.3%) disagreed, not sure was null rated, 20 (26.7%) agreed while 45 (60%) strongly agreed. Majority of the respondents (86.7%) generally agreed. This implies that, Job aid ensures employees' comfort at Ebirungi Birunga Omututu SACCO.

The study through interviews with respondents revealed that, “found out that, “job aid makes employees work without stress while getting their job done which makes them to be efficient and thus better performance”.

Findings are supported by Chen (2011) who found that job aid makes employees more comfortable.

6.2 Job aid contributes to the quality of services at Ebirungi Birunga Omututu SACCO

The study sought to find out whether job aid contributes to the quality of services at Ebirungi Birunga Omututu SACCO and the results are presented in table 6.2.

Table 6.2 Job aid contributes to the quality of services at Ebirungi Birunga Omututu SACCO.

Category	Frequency	Percentage (%)
Valid Strongly Disagree	5	6.7
Disagree	20	26.3
Not Sure	0	0
Agree	15	20
Strongly Agree	35	47
Total	75	100.0

Source: Primary Data (2018)

The results presented in table 6.2 indicate that, 5(6.7%) strongly disagreed, 20(26.3%) disagreed, 15 (20%) agreed while 35 (47%) strongly agreed. Majority of the respondents (67%) generally agreed. This implies that, job aid contributes to the quality of services.

The manager of EBO told the researcher that, ” aiding employees plays an important role in developing the network and relationship at workplace which enhances better employee’s performance”.

6.3 Job aid enhances employees' productivity

The study asked whether job aid enhances employees' productivity. The results are presented in table 6.3.

Table6.3: Job aid enhances employees' productivity

Category		Frequency	Percentage (%)
Valid	Strongly Disagree	0	0
	Disagree	20	26.7
	Not Sure	5	6.7
	Agree	10	13.3
	Strongly Agree	40	53.3
Total		75	100.0

Source: Primary Data (2018)

The results presented in table 6.3 indicate that, 20(26.7%) disagreed, 5 (6.7%) were not sure, 10(13.3%) agreed while 40(53.3%) strongly agreed. Majority of the respondents (66.6%) generally disagreed. This implies that job aid enhances employees' productivity. The study found out that, employees at Ebirungi Birunga Omututu SACCO are always helped in doing their duties and this is supported by Kotter, (1988) who noted that enough space promotes productivity.

6.4. Job aid saves money without jeopardizing employee's performance

The study sought to find out whether job aid saves money without jeopardizing employee's performance. The results are presented in table 6.4.

Table 6.4: job aid saves money without jeopardizing employee's performance

Category	Frequency	Percentage (%)
Strongly Disagree	5	6.7
Disagree	5	6.7
Not Sure	10	13.3
Agree	30	40
Strongly Agree	25	33.3
Total	75	100.0

Source: Primary Data (2018)

The findings presented in table 6.4 indicate that, 5(6.7%) strongly disagreed, 5(6.7%) disagreed, 10(13.3%) were not sure, 30(40%) agreed while 25(33.3%) strongly agreed. Majority of the respondents (73.3%) generally agreed. This implies that, job aid saves money without jeopardizing employee's performance at Ebirungi Birunga Omututu SACCO.

6.5 Job aid is a tool for the efficiency of workflow at Ebirungi Birunga Omututu SACCO

The study asked whether job aid is a tool for the efficiency of workflow at Ebirungi Birunga Omututu SACCO and the results are presented in table 6.5.

Table 6.5: Job aid is a tool for the efficiency of workflow at Ebirungi Birunga Omututu SACCO.

Category		Frequency	Percentage (%)
Valid	Strongly Disagree	0	0
	Disagree	10	13.3
	Not Sure	0	0
	Agree	20	26.7
	Strongly agree	45	60
Total		75	100.0

Source: Primary Data (2018)

The results presented in table 6.5 indicate that, none strongly disagreed, 10(13.3%) disagreed, not sure was null rated, 20 (26.7%) agreed while 45 (60%) strongly agreed. Majority of the respondents (86.7%) generally agreed. This implies that, Job aid ensures employees' comfort at Ebirungi Birunga Omututu SACCO.

“Interviews findings indicate that, “job aid is a tool for the efficiency of workflow”.

Findings are supported by Rossett (1991) who states that there are positive relationships between job aid and workflow of activities in all organizations.

6.6 Job aid sets up formal and informal structures for employees' rewards at Ebirungi Birunga Omututu SACCO.

The study sought to find out whether job aid sets up formal and informal structures for employees' rewards at Ebirungi Birunga Omututu SACCO and the results are presented in table

6.6

Table 6.6: Job aid sets up formal and informal structures for employees' rewards at Ebirungi Birunga Omututu SACCO

Category		Frequency	Percentage (%)
Valid	Strongly Disagree	5	6.7
	Disagree	20	26.3
	Not Sure	0	0
	Agree	15	20
	Strongly Agree	35	47
Total		75	100.0

Source: Primary Data (2018)

The results presented in table 6.6 indicate that, 5(6.7%) strongly disagreed, 20(26.3%) disagreed, 15 (20%) agreed while 35 (47%) strongly agreed. Majority of the respondents (67%) generally agreed. This implies that, job aid sets up formal and informal structures for employees' rewards at Ebirungi Birunga Omututu SACCO.

Respondents told the researcher that, "job aid sets up formal and informal structures for rewarding employees with good behaviors at Ebirungi Birunga Omututu SACCO".

6.7 Job aid supports work activities at Ebirungi Birunga Omututu SACCO

The study asked whether job aid supports work activities at Ebirungi Birunga Omututu SACCO and the results are presented in table 6.7

Table6.7: Job aid supports work activities at Ebirungi Birunga Omututu SACCO.

Category		Frequency	Percentage (%)
Valid	Strongly Disagree	10	13.3
	Disagree	20	26.7
	Not Sure	5	6.7
	Agree	10	13.3
	Strongly Agree	30	40
Total		75	100.0

Source: Primary Data (2018)

The results presented in table 6.7 indicate that, 10 (13.3%) strongly disagreed, 20 (26.7%) disagreed, 5 (6.7%) were not sure, 10(13.3%) agreed while 30(40%) strongly agreed. Majority of the respondents (53.3%) generally disagreed. This implies that Job aid supports work activities at Ebirungi Birunga Omututu SACCO.

The study through interviews found out that, “employees at Ebirungi Birunga Omututu SACCO are rewarded based on the recommendations made by the job assistants”.

This is supported by patterson, (1997) who noted that when employees are aided makes it becomes easy to determine how much they put in and how much they need to be rewarded.

6.8 Job aid helps in the performance evaluation process at Ebirungi Birunga Omututu SACCO

The study sought to find out whether job aid helps in the performance evaluation process at Ebirungi Birunga Omututu SACCO. The results are presented in table 6.8

Table 6.8: Job aid helps in the performance evaluation process at Ebirungi Birunga Omututu SACCO

Category	Frequency	Percentage (%)
Strongly Disagree	5	6.7
Disagree	5	6.7
Not Sure	10	13.3
Agree	30	40
Strongly Agree	25	33.3
Total	75	100.0

Source: Primary Data (2018)

The findings presented in table 6.8 indicate that, 5(6.7%) strongly disagreed, 5(6.7%) disagreed, 10(13.3%) were not sure, 30(40%) agreed while 25(33.3%) strongly agreed. Majority of the respondents (73.3%) generally agreed. This implies that, job aid helps in the performance evaluation process at Ebirungi Birunga Omututu SACCO.

6.9 Job aid supports employees to plan for their carrier developments

The study sought to find out whether Job aid supports employees to plan for their carrier developments and the results are presented in table 6.9

Table6.9: Job aid supports employees to plan for their carrier developments

Category		Frequency	Percentage (%)
Valid	Strongly Disagree	0	0
	Disagree	10	13.3
	Not Sure	0	0
	Agree	20	26.7
	Strongly agree	45	60
Total		75	100.0

Source: Primary Data (2018)

The findings presented in table 6.9 indicate that, none strongly disagreed, 10(13.3%) disagreed, not sure was null rated, 20(26.7%) agreed while 45(60%) strongly agreed. Majority of the respondents (86.7%) generally agreed. This implies that Job aid supports employees to plan for their carrier developments.

The study through interviews with the respondents revealed that, “it is necessary for the SACCO to help its employees develop their carriers”.

Also Roeloelofsen (2002) states that developing carriers for employees equips them with new skills and knowledge which in turn improves their performance.

6.10 Hypothesis testing

In order to establish the nature of influence between job aid and employee's performance at Ebirungi Birunga Omututu SACCO, inferential statistical analyses were performed to establish the correlation, regression, ANOVA and coefficients results as presented in the tables 6.10-13.

6.11 Correlation Analysis

Table 6.10 Correlation Analysis Matrix

		job aid	Employee's performance
job aid	Pearson Correlation	1	0.280**
	Sig. (2-tailed)		.000
	N	45	455
Employee's performance	Pearson Correlation	0.280**	1
	Sig. (2-tailed)	.000	
	N	45	45

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

The correlation result in table 6.10 revealed a positive significant influence between job aid and Employee's performance ($r = 0.280$, $p < 0.05$). This implies that when a team member is helped or inspired, he/she is like to be more committed to his/her duties. The correlation of ($r=0.280$) is an indication that once job aid is implemented, members fairly often perform their work satisfactorily because their managers expresses what is good for the organization. The results above indicate that sometimes members put extra effort when they are helped at the work place.

6.12 Regression Analysis

The regression analysis test was performed to establish the degree of job aid have on employee's performance at Ebirungi Birunga Omututu SACCO. The findings are summarized in the model summary below.

Table6.11: Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.280a	.78	.74	.53705

a. Predictors: (Constant), employees' performance

The results showed that job aid contributes 74% to employee's performance (Adjusted R Square=0.74) and this means that, the remaining percentage is contributed by other factors other than job aid. This finding suggests that well designed and implemented job aid have the capacity to improve the employee's performance at Ebirungi Birunga Omututu SACCO.

Table6.12 ANOVA Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.603	1	5.603	19.427	.000b
	Residual	66.049	229	.288		
	Total	71.653	230			

a. **Dependent Variable: Employee's performance**

b. **Predictors: (Constant), Job aid**

According to the ANOVA test results in the table 6.12, it was revealed that job aid is significant in enhancing Employee's performance (F=19.427, P<0.05). This implies that there is a significant relationship between job aid and Employee's performance at Ebirungi Birunga Omututu SACCO.

Table 6.13 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.112	.389		18.291	.000
Job aid	.430	.098	.280	4.408	.000

a. Dependent Variable: Employee's performance

According to table 6.13 above, it is confirmed that job aid significantly influence employee's performance which is established as (Beta value=0.280, t=4.408, P<0.05). job aid is believed to cause positive change in the way members perform their duties.

CHAPTER SEVEN

SUPERVISOR SUPPORT AND TO EMPLOYEES' PERFORMANCE

7.0. Introduction

Objective three of this study set out to examine the contribution supervisor support to employees' performance. The findings in that regard are presented in tables.

7.1. Supervisor support provides direction to all employees

The study sought to find out whether supervisor support provides direction to all employees and the results are presented in table 7.1

Table7.1: Supervisors' support and direction to all employees

Category	Frequency	Percentage (%)
Valid Strongly Disagree	0	0
Disagree	10	13.3
Not Sure	0	0
Agree	20	26.7
Strongly agree	45	60
Total	75	100.0

Source: Primary Data (2018)

The findings presented in table 7.1 indicate that, none strongly disagreed, 10(13.3%) disagreed, not sure was null rated, 20(26.7%) agreed while 45(60%) strongly agreed. Majority of the respondents (86.7%) generally agreed. This implies that supervisor support provides direction to all employees.

The study through interviews with the respondents revealed that, “it is necessary for supervisors to give each employee a sense of playing a dynamic role in his/her task”. The manager of Ebirungi Birunga Omututu SACCO told the researcher that “engendering loyalty is a key element of motivating workers and thereby increasing the overall their performance”.

7.2 Supervisor support promotes team building.

The study asked whether supervisor support promotes team building. The results are presented in table 7.2

Table7.2: Supervisor support promotes team building.

Category		Frequency	Percentage (%)
Valid	Strongly Disagree	5	6.7
	Disagree	20	26.7
	Not Sure	0	0
	Agree	25	33.3
	Strongly Agree	25	33.3
Total		75	100.0

Source: Primary Data (2018)

The findings presented in table 7.2 indicate that, 5(6.7%) strongly disagreed, 20(26.7%) disagreed, not sure was null rated, 25(33.3%) agreed while 25(33.3%) strongly agreed. Majority of the respondents (66.6%) generally agreed. This implies that, supervisor support promotes team building.

The study through interviews found out that, “supervisors at Ebirungi Birunga Omututu SACCO determines what motivates their subordinates and sets up formal and informal

structures for rewarding them as the work environment factor which enhances employee's performance”.

7.3 Supervisor support enhances employees’ capacity to perform their tasks

The study sought to find out whether supervisor support enhances employees’ capacity to perform their tasks and the results are presented in table 7.3.

Table7.3: Supervisor support enhances employees’ capacity to perform their tasks

Category	Frequency	Percentage (%)
Valid Strongly Disagree	00	00
Disagree	25	33.3
Not Sure	10	13.4
Agree	15	20
Strongly Agree	25	33.3
Total	75	100.0

Source: Primary Data (2018)

The findings presented in table 7.3 indicate that, 25(33.3%) disagreed, 10(13.4%) were not sure, 15(20%) agreed while 25(33.3%) strongly agreed. Majority of the respondents (53.3%) generally agreed and this means that supervisor support enhances employees’ capacity to perform their tasks.

Employees of EBO SACCO told the researcher that “their supervisors equip them with skills and Knowledge of performing their duties and thus improving their performance”.

As the work environment factor, supervisor interpersonal role is important to encourage positive relations and increase self-confidence of the employee and in return improve Employee’s Performance (Scott et al, 2000).

7.4 Supervisor support encourages togetherness among employees.

The study asked whether Supervisor support encourages togetherness among employees. The results are presented in 7.4.

Table 7.4: Supervisor support encourages togetherness among employees.

Category		Frequency	Percentage (%)
Valid	Strongly Disagree	00	00
	Disagree	10	13.3
	Not Sure	0	0
	Agree	20	26.7
	Strongly agree	45	60
Total		75	100.0

Source: Primary Data (2018)

The results presented in table 7.4 indicate that, 10(13.3%) disagreed, not sure was null rated, 20(26.7%) agreed while none strongly agreed and 45(60%) strongly agreed. Majority of the respondents (87%) generally agreed. This implies that, Supervisor support encourages togetherness among employees.

7.5 Supervisor support improves employee commitment.

The study asked whether supervisor support improves employee commitment. The results are presented in table 7.5.

Table 7.5: Supervisor support improves employee commitment.

Category	Frequency	Percentage (%)
Strongly Disagree	5	6.7
Disagree	15	20
Not Sure	7	9
Agree	10	13.3
Strongly Agree	38	51
Total	75	100

Source: Primary Data (2018)

The results presented in table 7.5 indicate that, 5(6.7%) strongly disagreed, 15(20%) agreed, 7 (9%) were not sure, 10(13.3%) agreed while 38(51%) strongly agreed. Majority of the respondents (64.3%) agreed and this implies that, supervisor support improves employee commitment.

The study through interviews revealed that, “supervisors at Ebirungi Birunga Omututu SACCO 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”.

7.6 Supervisor support encourages positive relations among employees.

The study asked whether supervisor support encourages positive relations among employees.

The results are presented in table 7.6.

Table7.6: Supervisor support encourages positive relations among employees.

Category	Frequency	Percentage (%)
Strongly Disagree	10	13.3
Disagree	20	26.7
Not Sure	5	6.7
Agree	15	20
Strongly Agree	25	33.3
Total	75	100

Source: Primary Data (2018)

The findings presented in table 7.6 indicate that, 10(13.3%) strongly disagreed, 20(26.7%) disagreed, 5(6.7%) were not sure, 15(20%) agreed while 25(33.3%) strongly agreed. Majority of the respondents (53.3%) generally agreed and this implies that, supervisor support encourages positive relations among employees.

The study through interviews revealed that, “supervisor interpersonal role is important to encourage positive relations and this improves on joint performance at EBO SACCO”.

7.7 Supervisor support increase employees' self confidence.

The study asked whether supervisor support increase employees' self confidence. The results are presented in 7.7.

Table.7: Supervisor support increase employees' self confidence

Category	Frequency	Percentage (%)
Strongly Disagree	0	0
Disagree	0	0
Not Sure	15	20
Agree	35	46.7
Strongly Agree	25	33.3
Total	75	100

Source: Primary Data (2018)

The results presented in table 7.7 indicate that, strongly disagree and disagree were null rated, 15(20%) were not sure, 35(46.7%) agreed while 25(33.3%) strongly agreed. Majority of the respondents (80%) generally agreed. This implies that, supervisor support increase employees' self confidence.

The study through interviews with respondents found out that, “supervisors’ support increase employees’ self-confidence and in return improve employee performance”.

7.8 Supervisor support acts as advocates for employees at Ebirungi Birunga Omututu SACCO

The study sought to find out whether Supervisor support acts as advocates for employees at Ebirungi Birunga Omututu SACCO and the results are presented in table 6.8.

Table 7.8: Supervisor support acts as advocates for employees at Ebirungi Birunga Omututu SACCO

Category	Frequency	Percentage (%)
Valid Strongly Disagree	-	-
Disagree	25	33.3
Not Sure	10	13.4
Agree	15	20
Strongly Agree	25	33.3
Total	75	100.0

Source: Primary Data (2018)

The findings presented in table 7.8 indicate that, 25(33.3%) disagreed, 10(13.4%) were not sure, 15(20%) agreed while 25(33.3%) strongly agreed. Majority of the respondents (53.3%) generally agreed and this means that supervisor support acts as advocates for employees at Ebirungi Birunga Omututu SACCO.

Respondents told the researcher that, “supervisor support is a key to cultivation of success and professionalism and this avoids problems with completing the daily duties thus generating a stronger morale and a more positive attitude towards work, hence good employee’s performance”.

This is in agreement with Sabir (2012) who states that, supervisor support makes workplace more enjoyable, less anxiety among co-workers which in turn means positive attitude towards work and increased performance.

7.9 Supervisor support encourages positive relations between supervisors and employees.

The study asked whether supervisor support encourages positive relations between supervisors and employees. The results are presented in table 7.9.

Table 7.9: Supervisor support encourages positive relations between supervisors and employees

Category		Frequency	Percentage (%)
Valid	Strongly Disagree	-	-
	Disagree	10	13.3
	Not Sure	0	0
	Agree	20	26.7
	Strongly agree	45	60
	Total	75	100.0

Source: Primary Data (2018)

The results presented in table 7.9 indicate that, 10(13.3%) disagreed, not sure was null rated, 20(26.7%) agreed while none strongly agreed and 45(60%) strongly agreed. Majority of the respondents (87%) generally agreed. This implies that, supervisor support encourages positive relations between supervisors and employees.

The study through interviews with respondents revealed that, “supervisor support is key to get involved into better relationships within an organization, to transmit information, to cooperation with each other, to understand and coordinate the work, and hence to increase overall performance”.

7.10 Hypothesis Testing

In order to examine the nature of contribution between supervisor support and employee’s performance, correlation, regression, Anova and coefficients tests were performed on the data collected. The results are summarized in the tables 7.10- 7.13.

Table 7.10 Correlation Analysis Matrix

		Supervisor support	Employee's performance
Supervisor support	Pearson Correlation	1	0.754**
	Sig. (2-tailed)		0.000
	N	45	45
Employee's performance	Pearson Correlation	0.754**	1
	Sig. (2-tailed)	0.000	
	N	75	75

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

The correlation result revealed a positive significant relationship between Supervisor support and employee's performance ($r = 0.754^{**}$, $p < 0.05$). This implies that supervisor support have the capacity to improve employee's performance. It is suggested that utilizing Supervisor support results into employee's performance.

7.11 Regression Analysis

Regression analysis was performed in order to establish the extent to which supervisor support explained the degree of variance in employee's performance. The result obtained is presented in the model summary table that follows:

Table 7.11 Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.754a	0.568	0.563	0.47784

a. Predictors: (Constant), Supervisor support

The regression analysis result in table 6.11 revealed that supervisor support contributes up to 56.3% to employee's performance in Ebirungi Birunga Omututu SACCO (Adjusted R square= 0.563, SEE = 0.47784). This means the remaining percentage (43.7%) is contributed by other factors. It also implies that when supervisor support is utilized, high employee's performance will also be achieved.

7.12 ANOVA Analysis

ANOVA analysis was performed to test the hypothesis that Supervisor support significantly relate with employee's performance. The results are summarized in table 7.12:

Table 7.12: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	28.499	1	28.499	124.812	0.000b
Residual	21.691	95	0.228		
Total	50.190	96			

a. Dependent Variable: employee's performance

b. Predictors: (Constant), Supervisor support

According to the ANOVA test results in the table 7.12, it is revealed that Supervisor support significantly enhances employee's performance (F=124.81, P<0.05). This implies that best practices of supervisor support have the capacity of influencing employee's performance in Ebirungi Birunga Omututu SACCO.

Table6.13 Coefficient Test Result

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	0.190	0.287		0.663	0.509
1 Supervisor support	0.838	0.075	0.754	11.172	0.000

a. Dependent Variable: employee's performance

In table 7.13, the coefficient test result show that supervisor support significantly influences employee's performance as reflected with beta value=0.754, t=0.663, P<0.05). This implies that the implementation of supervisor support will have a positive impact on the nature employee's performance in Ebirungi Birunga Omututu SACCO.

CHAPTER EIGHT

HARMONIZATION OF WORK ENVIRONMENT AND EMPLOYEE'S PERFORMANCE OF SACCOS IN UGANDA

8.1 Introduction

This chapter is towards harmonization of work environment and Employee's Performance of SACCOs in Uganda.

8.2 Work environment and performance

In this study, work environment as an entirely force 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. Performance is described as the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract. It includes activities that ensure that goals are consistently being met in an effective and efficient manner. The study through interviews discovered that, the human resources crisis coupled with poor performance of workers in the SACCOs in Uganda, is receiving increased attention. This has resulted to realize that it is simply not possible to achieve the set goals and objectives if employees' performances are not addressed more effectively. According to Ramlall (2004), poor performance leads to inappropriate care, which contributes to reduced outcomes, as people do not use services or are mistreated when they consume such services.

8.3 Performance feedback and employees performance

This study sought to examine the effect of performance feedback on employees' performance in Ebirungi Birunga Omututu SACCO. The results for correlation analysis between performance feedback and Employees' performance showed that performance feedback was positively related with Employees' performance and the relationship was significant, ($r=0.227^*$, $p<0.05$). The study findings are supported by Stup (2003) who found that performance feedback was positively and significantly related to employees' performance in non financial institutions. The study findings also were corroborated by Opperman (2002) who states that performance feedback was related with employees' performance for the cases of non financial institutions. However, he also argued that, the human resource regulatory and institutional framework has improved significantly over the years yet SACCOs are still faced with a lot of challenges including low motivated employees.

The study results for ANOVA indicated that performance feedback was significantly related to employees' performance at Ebirungi Birunga Omututu SACCO. However, these results are in contrast with Rossett (2014) whose ANOVA findings showed that there was not a significant relationship between performance feedback and to employees' performance. The results from linear regression revealed that performance feedback significantly predicted employees' performance, (Beta value=0.227, $t=2.259$, $P<0.05$), thus a positive and significant effect on employees' performance in Ebirungi Birunga Omututu SACCO. A unit improvement in performance feedback leads to 0.415 unit increase in employees' performance. The study results confirm the findings by Noble (2009) who carried out a study to determine the effects of

performance feedback and its components on employees' performance and found that performance feedback had a significant and positive affect on the employees' performance.

The study through interviews discovered that performance feedback promotes trust and loyalty among the employees and encourages better teamwork among them. Besides, they develop a sense of ownership towards the organization. Creating a work environment in which employees are productive is essential to increase profits for the SACCOs. Principals of management that dictate how, exactly, to maximize Employee's Performance center around two major areas of focus: personal motivation and the infrastructure of the work environment which have influence on employees' performance.

Finding show that over 60% of respondents agreed with the thinking that management communicate effectively to them and this is supported by Sinha (2001) who indicates that leaders are now required to lead by negotiation, they need to communicate effectively by appealing to the interests of the followers. Respondents also agreed on employees' participation in meetings and sharing ideas and the findings is supported by Cassar (1999) that employee participation and involvement in decision making have a positive association with positive work attitudes and employee commitment.

Over 50% of the respondents agreed with the statement that performance feedback at work place is necessary to improve employee's performance. Findings are supported by Cavanaugh (2004) who found that there are positive relationships between organizational communication and job performance. Harter, (2002) also noted that effective performance feedback promotes productivity.

8.4 Job aid and employee's performance

The study investigated the contribution of Job aid on employees' performance at Ebirungi Birunga Omututu SACCO. The study found that, the Ebirungi Birunga Omututu SACCO improves its job aid in order to influence employees to stay in the office, work comfortable and perform their job. The management plays an active role in not only defining the physical environment of the workplace and making it conducive for workers but also alter the management style to suit the employees.

The results for correlation analysis between Job aid and Employees' performance showed that Job aid was positively related with Employees' performance and the relationship was significant, ($r = 0.280, p < 0.05$). This was confirmed by the correlation results of Latham (1975) who found that the relationship between Job aid and employees' performance was positive. Thus, there is no doubt that job aid influences employees' performance at Ebirungi Birunga Omututu SACCO.

The study also predicted that, the ability of managers to achieve high employees' performance is constrained by the effectiveness the Job aid. The study results for multiple linear regression showed that Job aid significantly predicted employees' performance, (Beta value=0.280, $t=4.408, P < 0.05$). This finding reveals that job aid had a positive and significant effect on employees' performance. This study result suggested that a unit improvement in job aid elements would lead to 0.74 units increase in employees' performance at Ebirungi Birunga Omututu SACCO.

The regression results of this study also are supported by Hussin (2011) linear regression results which showed that the change in the Job aid has a positive change in employees' performance meaning that when job aid increases, there would be a similar increase in employees'

performance. Prior literature based in goal setting theory provides evidence that principals investing in job aid activities are associated with better employees' performance process.

8.5 Supervisor support and employees performance

The study sought to examine how supervisor support enhances on employees' performance in Ebirungi Birunga Omututu SACCO. The study found out that, supervisor support encompasses knowledge, skills, abilities, and traits that are transferred to employees with aim of improving their output. It was revealed that, supervisor support is achieved through pre-service education, in-service training, and work experience. This is in agreement with Kiesler (1978) who states that supervisor support is a major determinant of employees' performance as represented by conformance with various interpersonal standards. Therefore, measuring supervisor support is essential for determining the ability and readiness of workers to increase output.

The results for correlation analysis between supervisor support and employees' performance showed that supervisor support was positively related with employees' performance and the relationship was significant at $r = 0.754^{**}$, $p < 0.05$. This study results supported Maritz (1995) finding that the correlation between supervision and employees' performance is significant. However, this finding did not support Ismail et al. (2009) that supervisor support was strongly related with employees' performance in insurance companies. He stated that terms of audit, supervisor support, control and inspection have to complement each other in order to achieve good performance.

This study results for ANOVA indicated that supervisor support was significantly related to employees' performance at Ebirungi Birunga Omututu SACCO. The study findings supported Duncan (1985) who found that supervisor support was related to employees' performance in financial institutions.

The results for linear regression showed that supervisor support significantly predicted employees' performance, beta value=0.437, $t=0.663$, $P<0.05$). This finding indicates that the coefficient for supervisor support was statistically significant. Thus supervisor support had a positive and significant effect on employees' performance at Ebirungi Birunga Omututu SACCO. A unit improvement in supervision led to 0.437 unit increase in employees' performance.

Findings show that over 60% of respondents rated their supervisor interpersonal relationship at the work place as good. As the work environment factor, supervisor interpersonal role is important to encourage positive relations and increase self-confidence of the employee and in return improve Employee's Performance (Blau, 1964). However, the study through interviews with the respondents revealed that, supervisors' possess a lot of pressure on their subordinates and this encourages stress towards employees which affects their performance.

The main hypothesis that the current study set out to test was the relationship between work environment and employees' performance at Ebirungi Birunga Omututu SACCO. In order to establish this, correlation, regression, ANOVA and Coefficients analysis for the three objectives were performed on the collected data.

The regression confidents of the three objectives represented by adjusted R² and the average were considered in order to reach on the conclusion.

The adjusted R² for each objective is presented as below:

Performance feedback and employees' performance = 0.415

Job aid and Employees' performance = 0.74

Supervision and Employees' performance = 0.563

$$\begin{aligned} \text{The average} &= \frac{0.415 + 0.74 + 0.563}{3} \\ &= 0.573 \text{ or } 57\% \end{aligned}$$

Since the average results are positive implies that, there is a positive significance relationship between work environment and employees' performance at Ebirungi Birunga Omututu SACCO. The average results of adjusted R² of 57% also means that a unit increase in work environment leads to 57% increase on employees' performance at Ebirungi Birunga Omututu SACCO.

CHAPTER NINE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

9.0 Introduction

This section contains the major findings that came out of the study and the conclusion drawn. It covers conclusion, recommendations and areas for further study. The study investigated the impact of work environment on employees' performance at Ebirungi Birunga Omututu SACCO.

9.1 Summary of the findings

The discussion of the findings focused on the research topic and objectives as discussed in chapter four and presented as below:

9.1.1. General Information

The researcher found out valuable data about the respondent's personal information to determine the level of perception in responses. In this section therefore, the study contains some of the personal details that the respondents provided for the study. The researcher found that there were more females respondents than males represented by 60%. The study found out that females respondents were more willing to take part in the study as interviewees or respondents than the females who were only 40%. The study revealed that most respondents were aged between 31 and 40 years at 53.3% and this was so because most respondents were middle aged employees who had worked in the organization for quite some years and additionally were willing to take part in providing data. Besides they were equipped with thorough and latest information relevant to the study. The study revealed that the organization work environment had an impact on members as far as respondents were concerned.

9.1.2. Contribution of performance feedback on employees' performance.

As shown in chapter four, the study revealed that, performance feedback makes employees to know where they should improve (basing on 86.7% agree rate), performance feedback increases employees' morale to work hard (basing on 60% agree rate), performance feedback promotes employees' coordination (basing on 73.3% agree rate), performance Feedback increases joint results at Ebirungi Birunga Omututu SACCO (basing on 60% agree rate).

9.1.3. Job aid and employees' performance

Most of the respondent indicated that Job aid ensures employees' comfort at Ebirungi Birunga Omututu SACCO (basing on 86.7% agree rate), job aid affects the quality of services at Ebirungi Birunga Omututu SACCO(basing on 67% agree rate) inadequate space limits employees' productivity (basing on 80% agree rate) and inadequate equipments affects services delivery (basing on 73.3% agree rate).

Findings show that more than 50% of employees agreed that there exists a strong relation between job aid and motivation for them to perform. This shows that it is the responsibilities of the organization to provide friendly work environment which will influence employees to work comfortable and perform their job. This is in agreement with work Vischer (2007) who states that, by having a good environment, the employees could apply their energy and their full attention to perform.

9.1.4. Supervisor support and to employees' performance.

As discussed in chapter four, most respondents indicated that supervisors' support provides direction to all employees (basing on 86.7% agree rate), supervisor support promotes team building (basing on 66.6% agree rate), supervisor support enhances employees' capacity to perform their tasks respondents (basing on 53.3% agree rate), supervisor support encourages

togetherness among employees (basing on 87% agree rate), supervisor support improves employee commitment (basing on 64.3% agree), supervisor support encourages positive relations among employees (basing on 53.3% agree rate) and Supervisor support increase employees' self confidence (basing on 80% agree rate).

The study also revealed that employees are sometimes not recognized as individuals i.e. no feeling exist between them and the organization and this occasionally demoralize them as they cannot air their views. Through this study it revealed that employees' performance depended much on the presence of job aid at the organization. This means by having job aid it will support the employees to perform and plan for the development so that it can be used as to obtain the optimal use for performance.

The study also revealed that employee's will improve their performance if the problems identified during the research are tackled by the management. The problems are flexibility of work environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization so that to motivate employees to perform their job. In order to improve the performance, management can consult the employees before decision making to seek their suggestions. In order to rectify that the management has to encourage their employees to experiment new methods and try out creative ideas which will results a positive impact on their performance.

9.2. Conclusions

The study revealed that, performance feedback makes employees to know where they should improve, promotes employees' coordination and increases employees' morale to work hard.

The study further discovered that, Job aid ensures employees' comfort and affects the quality of services. Working environment plays a vital role in motivating employees to perform their assigned job. Since money is not a sufficient motivator in encouraging the workplace performance required in today's competitive business environment. The ability to attract, keep and motivate high-performance is becoming increasingly important in today's competitive organizational environments. The study also revealed that employee's will improve their performance if the problems identified during the research are tackled by the management. Therefore it is the responsibilities of the SACCO to provide friendly working environment which will influence employees to work comfortable and perform their job.

The study also revealed that, supervisors' support provides direction to all employees, promotes team building, enhances employees' capacity to perform their tasks respondent, improves employee commitment and encourages togetherness among employees

In general, the study concluded that, there is a positive significance relationship between work environment and employees' performance at Ebirungi Birunga Omututu SACCO. It was also discovered that, a unit increase in work environment leads to 57% increase on employees' performance at Ebirungi Birunga Omututu SACCO.

9.3 Recommendations

The following recommendations are suggested in respect to work environment and employee performance.

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

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

The SACCO should have a good program in place such as rotation program for its employees in order to help them gain confidence and work life balance as this can be a great factor to motivate and retain them.

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

Employers should have in place a good working condition for their employees in order to boost their morale and made them more efficient. An example is making their benefit programs to suit employees. It should try as much as possible to build a work environment that attracts, retain and motivate its employees so that to help them work comfortable and increase organization performance.

9.4 Areas for further research

The following areas are recommended for further research:

The effect of working environment on employees' productivity

The impact of employee motivation on the organizational performance

The effect of physical environment on the employee satisfaction at Ebirungi Birunga Omututu SACCO

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APPENDICES

Appendix I: Questionnaire

Dear respondent, I am Namanya Joshua conducting a research on “Work environment and Employee’s Performance of SACCOs in Uganda: A case of Ebirungi Birunga Omututu SACCO main branch”. This questionnaire is aimed at collecting information that will enable the researcher to establish the relationship between work environment and employee performance. I request you to provide answers and the information will be treated with utmost confidentiality. Many thanks for your thoughtful contribution towards this study.

SECTION ONE: GENERAL INFORMATION

Please Tick your appropriate Choice

1. Age (Years): 21-30 31 – 40 41 – 50 Above 50

2. Gender: Male Female

3. Marital Status

Single Married Divorced/Separated

4. Level of Education

Professional Masters Degree Bachelor Degree Diploma

Certificate Any other please specify

5. Length of service at EBO

Less than one year 1 – 3 years 3 – 6 years Above 6 years

SECTION TWO: Contribution of performance feedback on employees' performance

In this section the researcher seeks to establish contribution of performance feedback on employees' performance. Please Tick the appropriate alternative, Key: Where SA-strongly agree, A- agree, NS-not sure, SD-strongly disagree D-disagree

STATEMENT	SA	A	NS	SD	D
1. Performance feedback makes employees to know where they should improve at Ebirungi Birunga Omututu SACCO					
2. Performance feedback increases employees' morale to work hard at Ebirungi Birunga Omututu SACCO					
3. Performance feedback promotes employees' coordination at Ebirungi Birunga Omututu SACCO					
4. Performance feedback increases joint results at Ebirungi Birunga Omututu SACCO					
5. Performance feedback is a tool for conflict resolution between the employees at Ebirungi Birunga Omututu SACCO					
6. Performance feedback encourages interpersonal relationship at Ebirungi Birunga Omututu SACCO					
7. Performance feedback eases the process of performance evaluation at Ebirungi Birunga Omututu SACCO					

SECTION THREE: Job aid and employees' performance

In this section the researcher seeks to establish the relationship between Job aid and employees' performance. Please Tick the appropriate alternative

Key: Where, SA=strongly agree, A= Agree, NS= Not sure, D=Disagree, SD=strongly disagree

Statements	SA	A	NS	SD	D
1. Job aid ensures employees' comfort at Ebirungi Birunga Omututu SACCO					
2. Job aid contributes to the quality of services at Ebirungi Birunga Omututu SACCO					
3. Job aid enhances employees' productivity at Ebirungi Birunga Omututu SACCO					
4. job aid saves money without jeopardizing employees work performance at Ebirungi Birunga Omututu SACCO					
5. Job aid is a tool for the efficiency of workflow at Ebirungi Birunga Omututu SACCO					
6. Job aid sets up formal and informal structures for rewarding employees behaving in the way required at Ebirungi Birunga Omututu SACCO					
7. Job aid supports the work activity at Ebirungi Birunga Omututu					
8. Job aid guides the job performance in real time at Ebirungi Birunga Omututu					
9. Job aid supports the employees to perform and plan for the development at Ebirungi Birunga Omututu					

SECTION FOUR: Supervisor support and employees' performance

In this section the researcher seeks to establish how supervisor support contributes to employees' performance. Please Tick the appropriate alternative

Key: SA=strongly agree, A= Agree, NS= Not sure, D=Disagree, SD=strongly disagree

Statements	SA	A	NS	SD	D
1. Supervisor support provides direction to all employees					
2. Supervisor support promotes team building					
3. Supervisor support encourages capacity building					
4. Supervisor support encourages togetherness among employees					
5. Supervisor support improves employee commitment					
6. Supervisor support encourages positive relations among employees					
7. Supervisor support increase employees' self confidence					
8. Supervisor support acts as advocates for employees at Ebirungi Birunga Omututu					
9. Supervisor support encourage positive relations and increase self-confidence of the employee at Ebirungi Birunga Omututu					

Section five: Work environment and employee performance

Statements	SA	A	NS	SD	D
1. Work environment leads to better results at Ebirungi Birunga Omututu					
2. Work environment increases the number of clients at Ebirungi Birunga Omututu					
3. Work environment increases revenue at Ebirungi Birunga Omututu					
4. Work environment promotes effectiveness at Ebirungi Birunga Omututu					
5. Work environment leads to efficiency of employees at Ebirungi Birunga Omututu					
6. Work environment ensures quality services at Ebirungi Birunga Omututu					
7. Good working environment makes employees to feel part of the organization					
8. Good working environment makes employees to serve for long period time					

Thank you for your cooperation

Appendix III: Interview Guide

How long have you been in Ebirungi Birunga Omututu SACCO?

What is your current position Ebirungi Birunga Omututu SACCO?

What is the contribution of performance feedback on employees' performance at Ebirungi Birunga Omututu SACCO?

Does performance feedback make employees know where they should improve?

Does performance feedback increase employees' morale to work hard?

How does performance feedback promote employees' coordination?

Does performance feedback increases joint results at Ebirungi Birunga Omututu SACCO?

Is performance feedback a tool for conflict resolution between the employees?

What is the effect of job aid towards employees' performance at Ebirungi Birunga Omututu SACCO?

Does job aid save money without jeopardizing employees work performance at Ebirungi Birunga Omututu SACCO?

Is Job aid a tool for the efficiency of workflow at Ebirungi Birunga Omututu SACCO?

Does job aid sets up formal and informal structures for rewarding employees behaving in the way required?

How does job aid support the work activity at Ebirungi Birunga Omututu SACCO?

Does job aid support the employees to perform and plan for the development at Ebirungi Birunga Omututu SACCO?

Does supervisor support contribute to employees' performance at Ebirungi Birunga Omututu SACCO?

Does supervisor support encourage togetherness among employees?

How does supervisor support improves employee commitment?

Does supervisor support encourage positive relations among employees?

Does supervisor support increase employees' self confidence?