

Impact of workplace environment on employee performance in local government authorities: A case study of Butiama District Council, Tanzania

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ABSTRACT

The relationship between the workplace environment and employee performance in Local Government Authorities (LGAs) remains a critical concern in Tanzania. This study explores the relationship between the workplace environment and employee performance in Local Government Authorities (LGAs), specifically within Butiama District Council, Tanzania. The study was guided with Abraham Maslow's Hierarchy of Need Theory and Social Exchange Theory. Utilizing a case study research design, the study surveyed 65 Ward and Village Executive Officers using structured questionnaires. Simple random sampling technique was employed to single out the target population. The data were analyzed through descriptive statistics, correlation, and multiple regression analyses. The findings revealed significant positive relationships between the physical working environment ($\beta=0.286$, $p=0.002$), supervisor support ($\beta=0.301$, $p=0.008$), and reward systems ($\beta=0.411$, $p=0.001$) with employee performance. The physical working environment, supervisor support, and reward systems explained 41.1%, 67.2%, and 70.7% of the variance in employee performance, respectively. The study concludes that the physical working environment, supervisor support, and reward systems are critical determinants of employee performance at Butiama District Council. Based on the findings, it is recommended that the Butiama District Council prioritize the improvement of physical working conditions by ensuring adequate resources and a conducive work environment. Additionally, strengthening supervisor support through effective leadership and communication should be a focus to boost employee morale and performance. Lastly, the council should review and optimize its reward systems to ensure they effectively motivate employees and drive higher performance outcomes.

Keywords: Employee Performance, Local Government Authorities, Reward Systems, Supervisor Support, Workplace Environment, Tanzania.

I. INTRODUCTION

The relationship between the workplace environment and employee performance is a fundamental concern for organizations across the globe. A positive and conducive working environment is widely recognized as a critical factor that enhances employee productivity, job satisfaction, and overall organizational success. Researchers worldwide agree that a positive working environment significantly enhances both organizational and employee performance. Across various countries, studies have shown that when employees work in comfortable and conducive environments, their performance improves due to increased comfort and ease in their surroundings (Kodarlikar & Umale, 2020; Mwembezi et al., 2022; Ugochukwu & Alex, 2021; Wangechi & Ndeto, 2019; Zhenjing et al., 2022).

The concept of the "working environment" encompasses several factors, including organizational culture, work relationships (such as interactions with supervisors, colleagues, and subordinates), policies like training and reward systems, working hours, office infrastructure, and access to essential tools and equipment like computers and transportation services (Mwembezi et al., 2022). These elements are crucial in influencing employees to perform their duties effectively. However, the challenge of maintaining a positive working environment is evident across different nations, especially in today's rapidly evolving business landscape, where satisfying employees has become increasingly complex (Wangechi & Ndeto, 2019).

Organizations globally are striving to improve employee performance through various strategies such as training, changes in reward systems, and capacity building, recognizing that employee performance is key to business success (Lee & Kusmah, 2020). The workplace environment, whether in developed or developing countries, includes both physical and behavioral components that interact with employees and affect their performance. Physical elements such as building design, equipment quality, space, temperature, noise, ventilation, lighting, and air quality are significant factors (Awan & Tahir, 2015). For instance, noise is a major source of employee disruption worldwide, leading to reduced productivity and increased work-related stress (Kodarlikar & Umale, 2020). Behavioral aspects include

workplace policies, working hours, and social interactions. Research across different regions shows that employees who are satisfied with their workplace environment are more likely to utilize their skills, abilities, and knowledge to achieve success (Gachui et al., 2020; Mwembezi et al. 2022). Conversely, a poor working environment characterized by inadequate air circulation, protective equipment, inappropriate furniture, and unnecessary noise can lead to both physical and psychological stress, ultimately reducing productivity and increasing absenteeism, a trend observed in various countries (Ugochukwu & Alex, 2021).

In 1982, the Tanzanian government enacted the Local Government District Authorities Act, which outlines the establishment of Village Authorities in Section 22. Section 30 details the division of District Councils into wards, specifying that each district shall be divided into wards containing several villages as determined by relevant orders. The office of the Ward Executive Officers (WEOs) and Village Executive Officers (VEOs) are occupied by government officials. The WEO oversees all government-related activities within the ward, while the VEO is responsible for managing government activities within the village.

Then in 1997, the government of the United Republic of Tanzania established the occupational Safety and Health Authority (OSHA) through the Public Service Reform Program under the Executive Agency Act. OSHA was officially launched in 2001, and in 2003, the Occupational Health and Safety Act was created to replace the Factory Ordinance. This new act expanded its coverage to all workplaces, aiming to enhance worker health and safety and thereby improve productivity. OSHA's activities, as outlined in the National Occupational Health and Safety Policy include diagnosing occupational diseases, conducting occupational health surveillance and monitoring work environments (The United Republic of Tanzania, Ministry of Labour, Employment and Youth Development, 2009).

1.1 Statement of the Problem

Despite the existence of various government policies, regulations, and laws aimed at improving the working environment in Tanzania, particularly within Local Government Authorities (LGAs), the conditions remain poor and unconducive for many employees. For instance, the Controller and Auditor General's (CAG) report from 2019-2022 revealed significant issues within LGAs, including unpaid salaries and allowances, which have adversely affected employee morale and performance. Furthermore, leadership in LGA offices has been criticized for not providing adequate incentives or encouraging employee participation in decision-making processes, contributing to an overall decline in employee satisfaction and performance (Eliphas et al., 2017; Mwembezi et al. 2022; National Audit Office, 2020; Swai & Tieng'o, 2022). Given the scarcity of empirical studies on the relationship between the workplace environment and employee performance in Tanzania's LGAs, this study seeks to address this gap by focusing on answering the central research question what is the Relationship between Workplace Environment and Employee Performance in Local Government Authorities in Tanzania, Butiama District Council?

1.2 Research Objectives

It was guided by the following specific objectives:

- i. To examine the relationship between the physical workplace environment and employee performance at Butiama District Council.
- ii. To examine the relationship between supervisory support and employee performance at Butiama District Council.
- iii. To examine the relationship between reward and employee performance at Butiama District Council.

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Maslow's Hierarchy of Needs Theory

This theory, developed by Abraham Maslow in 1943 and presented in his paper "A Theory of Human Motivation". Maslow proposed that individuals have five levels of needs: physiological, safety, social, esteem and self-actualization. These needs are categorized into lower and higher orders, with physiological and safety needs being the lower levels, and social, esteem and self-actualization needs comprising the higher levels (Robbins & Judge, 2013). Maslow's theory suggests that human behavior is driven by needs, and individuals focus on satisfying higher-level needs only after the lower-level needs have been met. According to Maslow, once a set of needs is fulfilled, it no longer serves as a primary motivator and individual then seek to satisfy the next level of needs. Maslow's hierarchy is often depicted as a pyramid, with the basic needs at the bottom and higher-level needs at the top. At the base are physiological needs, followed by safety, social, esteem and self-actualization at the apex. Initially, workers require physical safety and job security, followed by a suitable work environment, recognition, stability, growth opportunities, and autonomy. Maslow's theory posits that the most fundamental needs must be satisfied before an individual can focus on higher-level needs (Trivedi & Mehta, 2019).

Physiological needs, the most fundamental, are at the bottom of the hierarchy. These include essential needs such as food, water, air, and shelter. Therefore, employers must ensure that employees are adequately compensated to meet these basic needs, as employees who are not well-nourished or secure cannot fully contribute to the organization (Okpabi et al. 2023). The second need is safety or security needs. Security needs arise when employees have attained and satisfied the first needs which are physiological. Employees in an organization need to work in a safe and free-of-harm environment. It is the responsibility of the management (employer) to provide employees with safety and security. Employees need to be provided with good safe working tools, equipment, and a safe working environment. The social need is concerned with social belongings. Under social needs employees need to belong to groups, to form an affiliation with a particular peer of interest. The employee needs to be adored and loved and have good relationships with co-workers, subordinates, and supervisors. Esteem or ego need. The fourth need in Maslow's hierarchy of needs is called esteem or ego needs. It is concerned with individual self-recognition, appreciation for the job done, and self-respect. Fifthly is self-actualization needs. This is the final need at the top of the hierarchy. It is about reaching your full potential. In this stage, employees or individuals strive hard to achieve desired and challenging tasks, jobs, or positions. Employees or individuals set high goals, pursue to achieve them, and thereafter set other high goals to achieve them by using their full potential.

Abraham Maslow's theory of motivation seems to be relevant to this study in the sense that it shows the relationship between physical workplace environment, reward and employee performance. Based on the theory, when employees' needs, such as safety, security, reward, socialization, and recognition are met at the workplace, employees will be motivated hence high productivity and performance. For an employee to be able to afford his or her basic needs (physiological) food, shelter, and clothes employer must provide good rewards. By providing sustainable rewards employees will be motivated, and committed to continue to be loyal to an organization. Management (employer) has to set clear and good reward policies at the work place equitably. Moreover, employees at the workplace need to work in a safe working environment. An environment that is free from risk, accident, or health problems. According to Maslow employers have to ensure that employee workplace environments such as ventilation, equipment, tools, noise, light, and protective gear in place are favorable. The assumption is that by providing an employee with a conducive workplace environment, the employee will devote his/her time, energy, skills, and fullest potential to achieve organization goals. Maslow's theory, therefore applies to this study as it offers insight relationship between the work environment and employee performance.

2.1.2 Social Exchange Theory (SET)

Social Exchange Theory (SET) is a dominant theory for understanding employee's actions, attitudes, and behavior in the workplace. The theory was developed by George Homans the American sociologist (Wangechi & Ndeti, 2019). Wangechi further argued that social exchange is an explicit form of behavior between two people, when one individual behaves in a particular way he or she is punished or rewarded by the behavior of another person. Saleem et al. (2022) state that employees who see their supervisor as supportive and collaborative embrace the principle of reciprocity. They stay obliged and they demonstrate their best effort through hard work and output. Social exchange theory intends to explain the interaction of two actors that implement transactions of cost-benefit analysis intending to develop a win-win situation. Additionally, (Putri et al. 2019; Saleem et al. 2022) stipulate that in social exchange theory employees who believe that their supervisors pay considerable attention to their well-being, make them comfortable and develop organization citizenship behavior, hence they repay their supervisor by lasting in the institution. The presence of good feedback and effective communication between supervisor and supervisee can lift the capability of employees. In addition, good feedback, participative decision-making, and effective communication boost employee confidence and help employees to manage work smoothly.

Therefore, the social exchange theory is pertinent to the study as it offers insight into the relationship between workplace environment and employee performance. When employees are aware of supervisory support and workplace incentives on the field, employees are certain that an organization is being compassionate, helpful, caring and supportive to them hence in return employees will be supportive and work hard to achieve the objectives or goals of an organization. This is because supervisor support creates trust and faith, and in turn, employees reciprocate this trust by exhibiting good behavior together with accomplishing jobs, tasks, and duties allocated to them. In contrast, the sour relationship between supervisor and employees can create bad tension and further denting organizational performance and productivity.

2.2 Empirical Review

Various empirical studies have been reviewed to highlight the impact of the workplace environment, supervisory support, and rewards on employee performance, with each study contributing unique findings to the overall understanding.

2.2.1 Physical Workplace Environment and Employee Performance

The study by Swai and Tieng'o (2022) found that good ventilation and adequate office space significantly improve employee performance, recommending that the government invest in better work environments. This aligns with (Gachui et al. 2020; Thuo, 2018), who identified physical workplace factors like lighting and spacing as key influencers of employee effectiveness. On the other hand, Samudin et al. (2022) found that a comfortable, calm, and pleasant work environment positively influences employee performance. An organized, well-lit, and ventilated office enhances work efficiency, whereas a dirty and unpleasant environment demotivates employees and lowers performance. Additionally, Sarode and Shirsath (2014) highlighted various factors affecting the work environment and their relationship with productivity. They found that factors like lighting, noise, color, and air quality impact employee productivity. Excessive noise can disrupt task completion, while poor lighting can cause vision problems and fatigue, ultimately reducing overall performance.

2.2.2 Supervision and Employee Performance

Regarding supervisory support, Saleem et al. (2022) found that supervisor social support in Malaysia positively influences employee performance by reducing work-related stress and enhancing task execution. Mwasawa and Wainaina (2021) in Kenya, discovered a positive relationship between supervision and employee productivity, recommending that institutions focus on effective supervision practices. Lee and Kusmah (2020) further supported this by showing that supervision, coupled with motivation, positively impacts employee performance, suggesting the need for policies that promote effective supervisory practices. Akhtar (2022) and Saidi et al. (2019) also found that supervisor support significantly improves task performance and fosters a positive working environment, reinforcing the importance of frequent supervisor-employee interactions.

2.2.3 Reward and Employee Performance

In terms of rewards, Alemu (2022) identified a significant positive relationship between rewards and employee performance but noted that unsatisfactory incentives can demotivate employees, particularly in the university context. Awan and Tahir (2015) found that attractive and timely incentives consistently boost employee productivity, suggesting that regular reviews and adjustments of reward structures are necessary. Wangechi and Ndeti (2019) supported this by demonstrating that a suitable reward package enhances motivation and productivity in the public sector. Frimayasa et al. (2021) and Novarini and Imbayani (2019) extended these findings by showing that both rewards and punishments can positively influence performance, while Akpuruku and Onuoha (2019) highlighted the critical role of pay incentives in enhancing service delivery in the oil servicing sector. Cheruiyot and Kalei (2020) added that pay raises, benefits, and promotions are essential in improving performance at public universities. Together, these studies illustrate a broad consensus that well-structured reward systems are crucial across different sectors and regions for maintaining high employee performance.

III. METHODOLOGY

3.1 Research Design

For the aim of gaining a comprehensive understanding and knowledge, a researcher used a case study research design to obtain relevant and in-depth detailed information. Research design refers to the plans and procedures for conducting research, ranging from general assumptions to precise methods of data collecting and analysis. A well-designed research project guarantees that the data acquired is valid, reliable, and relevant to the research issue under consideration (Field, 2013).

3.2 Study Location

The study was carried out in Butiama District Council in Mara Region, officially established on 3rd May 2013 by the Local Government Cap.287, R.E.2002. Administratively the District is partitioned into two divisions which are Makongoro and Kiagata and further subdivided into 18 Wards and 59 Villages. The district constitutes one of the (9) nine local government authorities in the Mara region, including Rorya DC, Serengeti DC, Bunda DC, Bunda TC, Tarime TC, Tarime DC, Musoma DC, Musoma MC. However, the Butiama District Council was selected among the other councils in the Mara Region because it is the latest and newly established Local Government authority in the Mara Region. The establishment of new administrative area it is believed to be associated with number of challenges. These challenges range from fiscal or financial constraints, human resource deficiency, physical working environment hardship and social relationship among workers. The new and current District Council headquarters offices was inaugurated in 2022 Uhuru torch (mwenge wa uhuru). The headquarter offices were constructed on isolated area location thus increasing cost not only to employees but also to other stakeholders and public in general who seek services.

3.3 Target Population

The target population for this study was the permanent and pensionable Ward Executive Officers and Village Executive Officers from Butiama District Council. Where WEOs at Butiama District Council are 18 and VEOs 59, which make a total of 77 employees.

3.4 Sample Size and Sampling Technique

A sample size is that part of the population or subject that the research is intended to gather information from.. Researchers cannot study the whole population; the population needs to be downsized and narrowly construed. Thus, the sample size for the study was sixty-five out of seventy-seven Ward Executive Officers and Village Executive Officers employees from Butiama District Council. This study employed simple random sampling technique, a probability-based method for selecting respondents. Simple random sampling ensures that every member of the population has an equal opportunity to be selected, which is the primary goal of probability sampling. A basic random sample is chosen by assigning a number to each member of the population list and then drawing a member from the sample (Hair et al., 2014).

3.5 Data Collection Instrument

The questionnaire is one of the popular instrument/tools and methods of collecting data and information. Questions can be open-ended or close-ended. Questionnaires are the methods of data collection whereby documents or forms with questions or statements are distributed to respondents, in turn, the respondents fill the document (questions) by ticking what he or she considers to be appropriate answers to give the researcher information to complete the research objective. Other questions can require the respondents to provide the answers by writing his or her explanation in the space provided specifically in an open-ended question.

The researcher administered 65 questionnaires to Ward Executive Officers and Ward Executive Officers employees at Butiama District Council. The questionnaire was divided into two main sections. The first section included multiple-choice questions gathering background information such as the respondent's gender, age, education level, and work experience. The second section featured supervisor support, physical working environment, reward and employee performance which were measured with Five Point Likert Scale response using (1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree). Likert scale are believed to be good due to the fact they are able to show the persons strong feelings and attitude to what has been questioned. They are simple in data collection, more expansive and quick.

The researcher distributed a questionnaire to respondents who are Ward Executive Officers and Village Executive Officers at Butiama DC and then re-collect them for analysis. This method was used because of its cost-effective nature, time-saving, and collection of a large amount of data from a large sample size. Also, it enabled respondents to offer honest and unbiased answers.

IV. FINDINGS & DISCUSSION

4.1 Demographic Information of the Respondents

The study on the relationship between the workplace environment and employee performance at Butiama District Council reveals key demographic insights. Table 1 indicates that the majority of respondents, 61.53%, are aged between 31 and 40, indicating a workforce with significant experience and tenure. Additionally, 18.46% are aged 21 to 30, while 15% are over 51 years old, and 4.61% are between 41 and 50 years old, suggesting a diverse age distribution. The gender analysis shows a higher male representation, with 67.69% male and 32.30% female participants, highlighting a significant presence of both genders in the study. In terms of education, 46.15% of respondents hold a certificate-level qualification, followed by 27.69% with a Diploma, and 15% with a Bachelor's Degree, while 10.76% have primary-level education. Notably, no respondents hold a Master's Degree or PhD. The data also indicates that the majority of employees, 69.23%, have 6-10 years of work experience, with 21.53% having over 10 years of experience, and 9.23% having 1-5 years of experience, reflecting a workforce with substantial experience, particularly among Ward Executive Officers (WEOs) and Village Executive Officers (VEOs).

Table 1*Demographic Information of the Respondents*

Category	Details	Frequency	Percent (%)
Age of Respondents	21 to 30 years	12	18.46
	31 to 40 years	40	61.53
	41 to 50 years	3	4.61
	51+ years	10	15.38
Gender	Female	21	32.3
	Male	44	67.69
Education Level	Primary level	7	10.76
	Certificate level	30	46.15
	Diploma level	18	27.69
	Bachelor Degree level	10	15.38
	Master's level/PhD level	0	0
Work Experience	1-5 years	6	9.23
	6-10 years	45	69.23
	More than 10 years	14	21.53

4.1.2 Descriptive Statistics of the Study Variable

The results in Table 2 provide a detailed analysis of the factors influencing employee performance at Butiama District Council. The mean scores indicate that supervisor support is rated the highest by respondents (mean = 4.8214), followed by reward (mean = 4.0204), and the physical working environment (mean = 3.4404). Employee performance itself has a mean score of 3.8129, reflecting a generally positive perception of performance. The standard deviations suggest moderate variability in responses, indicating differing perceptions among respondents.

The factor loadings show strong correlations between these factors and employee performance, with the physical working environment (factor loading = 0.81), reward (factor loading = 0.71), supervisor support (factor loading = 0.75), and employee performance (factor loading = 0.76) all demonstrating significant influence. The eigenvalues further support the importance of these factors, with reward explaining 70.7% of the variance in employee performance, supervisor support explaining 67.2%, the physical working environment explaining 41.1%, and employee performance itself accounting for 69.3% of the variance. These findings highlight the critical roles of supervisor support, reward systems, and a conducive physical working environment in enhancing employee performance.

Table 2*Descriptive Statistics for Study Variables*

Factor Name	Mean	Standard Deviation	Factor Loadings	Eigenvalue	Variance Explained
Physical Working Environment	3.4404	1.1953	0.81	41.10	41.1%
Reward	4.0204	1.1962	0.71	70.72	70.7%
Supervisor Support	4.8214	1.3022	0.75	67.23	67.2%
Employee Performance	3.8129	1.2418	0.76	69.28	69.3%

4.1.3 The Relationship between Independent Variables and Dependent Variable

Regression analysis results, indicating that both the physical working environment and supervisor support significantly and positively influence employee performance, as reflected in their positive beta coefficients and low p-values. Additionally, the reward is also positively associated with employee performance. The intercept or constant (-3.588E-17) represents the predicted value of employee performance when all independent variables are set to zero, which in this case is effectively zero, suggesting minimal expected employee performance in the absence of the physical working environment, supervisor support, and reward.

Table 3
Multiple Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.588E-17	.038		.000	1.000
	Physical_Working Environment	.286	.088	.286	3.236	.002
	Supervisor Suport	.301	.109	.301	2.759	.008
	Reward	.411	.085	.411	4.807	.000

a. Dependent Variable: EMPLOYEE PERFORMANCE

4.1.4 Physical Working Environment and Employee Performance

The regression analysis results reveal a strong positive relationship between the physical working environment and employee performance. The effect of the physical working environment on employee performance is supported by the regression coefficient ($\beta=0.286$, $p=0.002$), indicating that a unit change in the physical working environment results in a 28.6% increase in employee performance, assuming all other factors remain constant. This aligns with the alternative hypothesis, confirming a significant relationship between the physical working environment and employee performance at Butiama District Council. Additionally, correlation analysis supports these findings, revealing a strong positive and significant relationship ($r=0.896^{**}$, $p=0.000$) between the physical working environment and employee performance at the council.

Table 4
The Relationship between Physical Working Environment and Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-7.152E-17	.056		.000	1.000
	Physical Working Environment	.896	.056	.896	15.971	.000

a. Dependent Variable: Employee Performance

The regression and correlation analyses both demonstrate a strong positive relationship between the physical working environment and employee performance at Butiama District Council. The findings indicate that a significant portion of the variation in employee performance is attributable to the physical working environment. Enhancements in factors such as lighting, workspace comfort, and noise reduction are associated with improved employee productivity and effectiveness. These results confirm the hypothesis that a well-maintained physical working environment significantly influences and enhances employee performance at the council. Similar results were obtained by Swai and Tieng'o (2022) showing that working environments such as good ventilation, and adequate office space influence employee performance. Another study by Thuo (2018) illustrates that physical characteristics of the workplace such as lighting, spacing, and use of machines affect the workflow and employee effectiveness. Gachui et al. (2020) revealed that the working environment has a positive influence on employee performance. Wangechi and Ndeto (2019) argued that the physical working environment influences employee performance. Sarode and Shirsath (2014) revealed that; lighting, noise, color, and air quality of the work environment have an impact on employee productivity. Samudin et al. (2022) highlighted that work environment has an impact and close relationship with employee performance. Lee and Kusmah (2020) results indicated that the workplace environment and employee performance have a significant relationship and there is a direct link between physical working environment and employee performance. Alemu, (2022) showed workplace physical environment had a positive linear relationship with their performance in the university.

4.1.5 Supervisor Support and Employee Performance

The regression analysis reveals a strong positive relationship between supervisor support and employee performance at Butiama District Council. The analysis indicates that supervisor support significantly affects employee performance, as evidenced by the regression coefficient ($\beta=0.301$, $p=0.008$). This suggests that a unit increase in supervisor support leads to a 30.1% improvement in employee performance, assuming all other factors remain constant. These findings support the alternative hypothesis, confirming a significant relationship between supervisor support and employee performance at the council. Additionally, correlation analysis further underscores this relationship, showing a strong positive and significant correlation ($r=0.923^{**}$, $p=0.000$) between supervisor support and employee performance at Butiama District Council.

Table 5*The Relationship between Supervisor Support and Employee Performance*

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	-1.504E-17	.048		.000	1.000
	Supervisor Support	.923	.048	.923	19.039	.000

a. Dependent Variable: Employee Performance

The regression and correlation analyses reveal that supervisor support has a significant and positive impact on employee performance at Butiama District Council. The findings confirm that a strong supervisor-employee relationship enhances productivity and effectiveness, with a unit increase in supervisor support leading to a corresponding improvement in employee performance. These results support the hypothesis that supervisor support is a crucial factor in boosting employee performance, suggesting that enhancing this support within the organization could be an effective strategy for improving overall performance at the council. Similar results were obtained by Saleem et al. (2022) who established that supervisor social support positively influences employee performance. Also a study by Mwasawa and Wainaina (2021), the study amplify that supervision has a positive relationship with employee productivity. Lee and Kusmah (2020) revealed that supervision has a positive influence on employee performance. Another study conducted by Akhtar (2022) revealed that supervisor support has a significant effect on employee performance. Saidi et al. (2019) found support from supervisors to be the dominant variable in ensuring a positive working environment hence it affects employee performance.

4.1.6 Reward and Employee Performance

The regression analysis demonstrates a strong positive relationship between reward and employee performance at Butiama District Council. The results indicate that reward significantly influences employee performance, as shown by the regression coefficient ($\beta=0.411$, $p=0.001$). This suggests that a unit increase in the reward or remuneration package leads to a 41.1% improvement in employee performance, assuming all other factors remain constant. These findings support the alternative hypothesis, confirming a significant positive relationship between reward and employee performance at the council. Additionally, the correlation analysis further highlights this relationship, revealing a strong positive and significant correlation ($r=0.915$, $p=0.000$) between reward and employee performance at Butiama District Council.

Table 6*The Relationship between Reward and Employee Performance*

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	-2.048E-17	.050		.000	1.000
	Reward	.915	.051	.915	17.984	.000

a. Dependent Variable: Employee Performance

The regression analysis reveals a strong positive relationship between reward and employee performance at Butiama District Council, indicating that as rewards increase, employee performance improves. While other factors also contribute to performance variations, the findings confirm that reward has a significant influence. A unit increase in the reward or remuneration package leads to a corresponding improvement in employee performance, supporting the hypothesis that a strong and positive relationship exists between reward and employee performance. This suggests that enhancing the reward system could effectively boost employee performance at the council. The findings are similar to the study conducted by Awan and Tahir (2015) who revealed that attractive and fast incentives and recognition plans have a positive effect on employee level of productivity in the organization. Together a study conducted by Wangechi and Ndeto (2019) in Kenya, established that workplace rewards influenced employee productivity in Nairobi City County. It showed suitable reward packages contribute to employee motivation and hence improve employee productivity. To have a sustainable service delivery, the government was recommended to introduce a proper reward system for employees to feel valued for the work they execute. Similar findings were also obtained by Frimayasa et al. (2021) who concluded if reward and punishment are increased it will result in a positive effect on employee performance. Also, Novarini and Imbayani (2019) showed that better rewards for employees, supported by the presence of punishment in the form of awarding penalties to employees who make mistakes can improve the performance of employees becoming better again. Also, a study by Akpuruku and Onuoha (2019) revealed a significant and positive relationship between pay incentives and service delivery. The study concluded that both pay incentives and fringe benefits are very important aspects of employee performance.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

The findings of the study shed light on the intricate dynamics between various factors and employee performance at Butiama District Council. Firstly, the study reveals a moderately strong positive relationship between the physical working environment and employee performance, emphasizing the importance of conducive workspaces and adequate resources in enhancing productivity. Additionally, the significant positive relationship between supervisor support and employee performance highlights the crucial role of leadership and managerial support in driving employee success and job satisfaction. Furthermore, the study identifies a strong positive relationship between reward and employee performance, indicating that effective reward systems can significantly boost employee motivation and productivity. The study concludes that Butiama District Council should adopt an inclusive approach to employee performance management, focusing on improving physical infrastructure, strengthening leadership support, and thoughtfully enhancing reward systems to maximize employee performance.

5.2 Recommendations

Based on the findings, it is recommended that the Butiama District Council prioritize enhancing the physical working environment by ensuring adequate resources and conducive workspaces to boost productivity. Additionally, the council should strengthen supervisor support to foster leadership and improve job satisfaction. Finally, a review and optimization of the reward system are essential to further motivate employees and enhance overall performance.

Declaration of Interest

The authors declare that they do not have any known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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