

Effect of Employee Independence on Employee Performance

Jacqueline Tingo, Samwel Mseti

Faculty of Business and Economics, St Augustine University of Tanzania, Tanzania

jtingo@gmail.com

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Abstract— *The aim of the present study was to examine the influence of employee independence on employee performance specifically on job involvement, minimal supervision, work team autonomy and access of information a case of a non-governmental organisation in Tanzania. The study was quantitative in nature which adopted a survey design. Through the use of a structured, self-administered, closed questionnaire; data was collected from 135 respondents out of 203 employees who were the targeted population, that were selected using a stratified and simple random sampling technique. Both descriptive and inferential data analysis were done through the computerized statistical software IBM - SPSS Statistics 21.0 and the data was presented in form of frequency, percentages, mean, standard deviation, correlation and regression coefficients that was later used to interpret the findings. The study revealed that employee independence had the strong significance and positive influence to employee performance. The study was limited to a case of non-governmental organization in Tanzania. Thus, it is recommended that future studies should widen the scope to other sectors like public entities and/or to conduct the study outside the boundaries of Tanzania so as to validate the present findings.*

Keywords— *employee independence, employee performance, job involvement, minimal supervision, autonomy and access of information.*

I. INTRODUCTION AND BACKGROUND OF THE STUDY

In today's business world, it's every organization intent to achieve a competitive edge in its business processes through effective and efficient utilization of resources (Lameck, 2011) that includes personnel who are the important asset in an entity and an vital part in the attaining organizational growth through their performance and commitment (Surephong and Dahlan, 2020).

Motivation is also acknowledged as a crucial aspect, organisation use in attracting and managing employee performance towards attaining utmost performance; considering the fact that employees are termed as key members in the creation and expansion of the entity's human and social capital as well as sustainable human resource management thus their motivational level is important to be taken care of (Bradler et al., 2020).

Organizations strategies a number of motivation systems mainly to inspire workers to achieve the intended duties in the most effective and efficient manner, not only that but also to attract potential employees to work for the organisation and go on hand with changing business processes and practices (Altindag and Siller, 2014); in other terms employees who are effective and efficient are likely to be drawn back to perform if they are not well motivated (Lameck, 2011).

The need for independence is one of the most important motivator for employees that goes on hand with entrepreneurial attitudes and behaviors, internal locus of control, risk taking propensity and the entrepreneurial potential hence developed entrepreneurial human capital which is a valuable source of competitive advantage, increased organizational commitment and decrease turnover intentions of the employees. Once effectively implemented, employee empowerment can be an efficient

and influential management means in getting employees to attain organizational common goals as well as personal growth hence a win-win condition for employees and management; as employees become motivated, committed, satisfied and experience feelings of self control over the job, aware of the work to be performed, accountable for personal work output, shared responsibility for the organizational performance and receive a fair reward based on individual and collective performance and assist the organization in achieving its objectives (Busara, 2016).

Employee's need for independence symbolizes individual characteristic of being responsible, mature, preference to have control and work in unrestricted creativity-permitted working environment High independents prefer to be assigned to meaningful tasks on which they can demonstrate their creativity and use initiative. They become satisfied when they are offered decision making freedom and job enrichment (Cromie, 2000).

For today's competitive business world, it is important to retain qualified employees in the organization since those employees that possess higher levels of job and organizational knowledge and competence are so costly to replace (Ertürk & Vurgun, 2015). Organization's provision of employee independence creates entrepreneurial human capital, a valuable source of competitive advantage, is difficult to be developed, retained, and replaced, notably employees with higher levels of need for independence are higher risk to be lost once they feel that their entrepreneurial efforts and independence needs are not supported or recognized as they end up frustrated and detached hence may lead them to seek other job opportunities (Burcu et al., 2016). The above desertion forms the basis of the study to examine the effect of employee independence on employee performance a case of non-governmental organisation in Tanzania.

II. LITERATURE REVIEW

Theoretical Literature Review

The effect of employee independence on employee performance can be explained by a number of theories including motivation theories that elucidates why and how employees behave in a place of work at a given time, what motivate them to act the way they are acting and how long they will behave (Armstrong, 2005). Maslow hierarchy of needs theory by Maslow of 1943 was used to provide theoretical perspective and understanding of the study. According to Abraham Harold Maslow in his need theory, he demonstrated on how human behaviour can be influenced by fulfillment of needs, whereas motivation is the result of a person's attempt to fulfill unmet needs that

tend to create internal pressures which influence a person's behavior.

According to Abraham Maslow he identified five basic needs which includes physiological needs, safety needs, love and belonging needs, self-esteem needs and self-actualization needs which he presented them in a pyramid style which are in a hierarchal form, from the most basic needs to self-fulfillment needs, whereas its assumed that one need must be met by the individual before pursuing the next higher hierarch level. The eagerness and determination to fulfill the need creates a motivational drive within the person to fulfill it, thus when the need is satisfied its motivation drive ceases, as an individual takes initiative only to satisfy the unmet needs (Sherri, 2012).

In an organization, the needs that have been hierarchized by Abraham H. Maslow vary from monetary to non-monetary terms in how they can be fulfilled; unlike the physiological needs that requires monetary incentives at most times to be fulfilled, other needs from the safety needs, love and belonging needs, self-esteem needs to self-actualization needs are mostly met by non-monetary rewards example on self-esteem need; self-respect, achievement, attention, recognition, reputation and appreciation are needs which monetary terms cannot satisfy (Imbahale, 2016).

Organisation can meet and satisfy employee's self esteemed need by providing autonomy at work that most employees truly crave, a sense of control and freedom of choice regarding how they will accomplish their tasks, free environment in which each employee can share their personal contributions, ideas and feedback and listened accordingly, ability of supervisor's to trust employees/subordinates also can foster satisfaction of self esteem need to get the job done in the way that is most comfortable and effective hence a hugely positive effect on employee's well-being, improved job performance and a renewed sense of enjoyment and pride regarding their jobs (Mulcahy,2018). As the current study seeks to examine the bond between employee independence and employee performance, Maslow theory is quite important as it provide bases for understanding the numerous human needs and how they affect performance (Kipleting, 2017)

Empirical Literature Review

Employee Performance

According to Nasution et al, (2018) the term employee performance means the extent to which an employee carries his/her duties depending on what is expected by the employer in line with his/her capabilities, experience, time and seriousness in performing the given task.

Employee performance can be measured both in tangible and intangible manner whereas quantity and time can be

used as indicators for tangible measurement on other hand loyalty, quality of work, sincerity, teamwork, competence and skills involved can be used as intangible indicator to measure performance. In other terms employee performance can be elaborated as the outcome of employee's labor at a given time and scope as given by the organisation. (Handayani, 2019)

Irfan (2015) categorizes stages of performance cycle as follows: Planning, observing, developing, assessment and rewarding that involves setting performance targets, developing performance actions to meet the intended targets, setting the time frame enough to meet the intended performance objectives, evaluating performance, assessment and feedback lastly compensating the effort. Constant watching and follow-ups provides the opportunity to evaluate whether employees are in line with predetermined performance standards and adjust according once found the objective is unachievable (Malik et al., 2012).

Evaluating performance from time to time is one of the key tasks in effective performance management cycle whereas as an employee is provided with key performance indicators and targets at the beginning of the period that will be used to monitor his/her performance throughout the period and at the end of day will be used to measure and reward them accordingly (Peluso et al., 2017). Percentage of work output that need be reprocessed or removed, percentage of loyal and involved customers and stakeholders, percentage of benchmarked time used to finish a task, percentage of employee absenteeism from work are few key performance indicators that organisation use to measure and standardize performance objectives (Feng et al., 2015).

Human resources management in an organisation is a key component in ensuring organizational performance at large whereas having a wrong mix of individual employee in terms of their skills, capabilities, knowledge, competence and attitude tend affect individual performance and later affect organisation performance, this is because organizational performance is a product of individual performance (Nasution et al., 2018).

Traditionally is believed that employee performance is a product of his skills, abilities, experience, attitude and knowledge nevertheless Corporate culture, organizational structure, job design, performance appraisal systems, power and organisation politics are some of other factors that have implication on workforce performance (Busara, 2016).

Feng et al. (2015) argues that organizations should put a keen consideration in effective performance management whereas a performance appraisal approach should be adopted and effectively implemented as a continuity process of guiding an employee on what is expected to perform,

what will be the performance indicators and measures, how he/she is going to be evaluated and rewarded. Efficiency of this performance cycle has a significant implication as it has a direct influence towards employee recognition which is also a crucial variable that affects the employee performance.

Effective performance management process in an organisation also involves evaluating actual performance to the expected performance, which can be measured in a month, quarter, semi quarter or annual basis so as to have regular phases for giving out feedback on employee performance trends (Kipkoech, 2018).

Organisation culture also has implications in both employee and organizational performance thus management should always strive hard into creating an ethical working environment within the organization through promoting a culture of trust and fairness among workers in the organisation that in turn reduces the work stress, surge job involvement which in the end enhance employee performance (Busara, 2016).

Rai et al. (2018) identifies further other reasons that tend to affect performance that may include working environment, employee relations and team work, job involvement, job confidence, and rewarding policies and procedure of the organisation. According to Ayuni and Sari.(2018) remuneration given to employees for their effort and time contribution to the organisation correspondingly define their level of performance whereas it can increase or decrease the work performance, work satisfaction, motivation, and work productivity of the employees. Employees will stretch to the maximum of their potentials when they perceive their efforts will be recompensed by the entity (Lebelici, 2012) this is to mean that employee high performance of directly depends on the kind of reward policies an organization offers (Bari et al., 2013)

Bradler et al.(2020) argues further that intrinsic factors also gear increased job performance, as employee generate an internal feeling of being valued that directly creates a drive to achieve entity's objectives, intrinsic factors moreover blooms job involvement, decreases absenteeism, cultivate self-confidence, self-determination, job stability, authority, responsibility and autonomy at work, workplace comfort, professional development, job attractiveness, effective communication between management and employees, early distribution of tasks, a feeling of recognition hence reduced job fluctuations and increased employee performance.

Employee Independence

Employee independence refers to the act of providing workers with a certain degree of autonomy and responsibility for decision-making about their specific organizational tasks; the degree of autonomy allows

decisions making authority up to employees at the lower levels of the entity especially those that have a unique view on issues and problems facing the entity or departments. An empowered employee tend to experience a feelings of self-control over the job, awareness of the work to be performed, account for personal work output, shared responsibility for the organizational performance and receive a fair reward based on individual and collective performance (Busara, 2016). Employee autonomy allows improved innovative performance as it provides employees with substantial freedom, independence, and option in planning their tasks so as the ways to be used in performing them (Burcharth et al., 2017)

In a business setting, competent employees prefer working in an autonomous way under minimum supervision moreover they don't like to be micromanaged by the supervisor rather they prefer to be given performance targets and required time to finalize it (Peluso et al., 2017). Employee independence comes with job satisfaction, job contentment creative mind, innovative solutions, improved performance, self-determination as well as sense of ownership and responsibility (Younies and Al-Tawil, 2021).

Alavi (2020) defines job autonomy as the act of exercising authority, power, and decision making power by an employee within a control of his/her own. From a business perspective he refers job autonomy as a substantial freedom, independence, and discretion of an employee in the organisation with regards to work method, work schedule, pace of work, work procedures, workplace, work evaluation, kind of work and amount of work, goals, priorities and work criteria

Moreover strategic autonomy encourages employees towards engaging in entrepreneurial behaviour as their given liberty to carry out innovative activities with minimum supervisory approval hence boosting up their creativity, idea generation, intrinsic motivation, flexibility, proactive role orientation and ownership of problems hence innovation outcomes (Burcharth et al., 2017). Employees that have liberty to interact with their supervisor or higher level managers and share out their ideas, opinions and plans in the most creative and innovative manner that in one way or the other can influence departmental and institutional decisions tend to be more proactive, contented and ready to aspire the team into better performance thus gradually improves organisation culture from micro managing employees into an employee empowered environment where employee are trusted to work, deliver and be productive for the organisation betterment (Duan et al., 2019).

Highly independent employees desire to be allocated important and challenging works so that they can show off their competence, skills and abilities which in turn become more satisfied. In addition, once the employee with higher levels of need for independence feel that their entrepreneurial efforts are not valued or recognize leads to stress and frustration that may drive them to look out into other job opportunities which is a costly process for today's competitive business world. by fact most of the employees that have higher desire for independence are the ones who are competent and possess high levels of skills, knowledge and experience are quite costly to replace incase they leave an organization (Burcu et al., 2016).

Autonomous performance also has an impact on employee way to focus on a job as well as the way they choose how to work, whereas employee exposed to less autonomy, their job focus tends to relax prematurely, especially in the face of work challenges and limited to the traditional way of working, On the opposite, when employees feel autonomous and able to manage their job responsibilities, they are more likely to actively work and continuously apply their skills as well as they likely to find new ways of working and self-efficacy, willing to take risks and explore new opportunities (Li,2018)

In order to build up independent employees, organisation has to strive on employee career development activities that offers workforce new chances of learning and exploring ideas, skills, and technology as well as advance the knowledge set necessary for continual growth in their career path. Gradual advancement in career exposes the employee to the spirit of wanting to work and solve challenging assignments and once they are able to conquer the hardships that come with the assignment, they become motivated and able to achieve their targets (Ngaita, 2014).

In today's competitive market, prosperous organizations irrespective of nature and dimension tend to have visionary wishes to hire a competent, knowledgeable, confident, experienced, loyal and skilled employee as they ought to provide utmost efforts, attitude and determination towards achieving an organisation competitive edge (Pillay, 2015).

In the study conducted by Nur (2017) on the Influence of Independence and Competence of Auditor on the Performance of Inspectorate Auditors District MAROS, it was evidenced that the despite the fact that the performance of the auditor on an assigned task is subject to their skills, experience, and sincerity and punctuality; auditor independence on the tasks also plays a crucial role to accomplish the audit objectives.

According to Busara (2016) there three key entity's practices associated with employee independence i.e. autonomy boundaries, information sharing, and team

accountability; whereby autonomy boundaries provide employees with authority and control of his/her work hence feels the responsibility and ownership towards their activities. With information sharing; employees are being trusted with information vital to organization so as to perform their part independently and creatively towards achieving organization objectives, a sense of trust among management and its employees creates harmony and a favorable working environment for workforces to explore their opportunities and ideas and lastly is the team accountability whereby each member in the organization is a “watchdog” of the other to ensure efficiency and effectiveness of business process is attained towards a competitive edge.

Work autonomy is directly linked with the ability to balance work activities with the non-work obligations during the course of working hours leading to the world advocated notion of work -life balance which involves the right synchronization in working schedules to accommodate personal obligations so as to foster both social and psychological wellbeing of any employee, organisation that embraces work life balance policies that offer work flexibility tend to up groom employees who are highly engaged, trust worthy and less burdened with guilty and lies to their employers every time they want to run their personal errands (Boamah et al., 2015)

Despite differences in culture, the perception of employee independence is more or less similar across nations and hold utmost value at a workplace as it blooms job satisfaction as well as productivity even in the most routine works (Danish and Usman, 2010).

According to Lu et al., (2017) organisations that embraces job autonomy are mostly those that practices transformational leadership that is related to empowerment, autonomous motivation and self-reflection whereas its managers believes that job autonomy provides employees with a liberty in job scheduling as well as the ways they are going to accomplish a task, additionally gives employees power to make decisions towards the tasks with high level of confidence and trust and gives a chance to employees to regulate their conduct and achieve targets according to their personal understanding and desirability without proper supervision.

Employee’s autonomy in an organisation gear flexibility to employees that are able to choose how, where and when they want to work hence sustainable HR practices that in turn influences the level of employee retention, productivity and satisfaction, this is to mean that the amount of autonomy given to an employee has an intense impact on their productivity and performance (Bradler et al.,2020).

Employee’s need for independence has been a factual challenge for the employers in today’s world especially on autocratic management that is guided with observance to rules, procedures, and norms but also on other hand employers feels like creating their own new rival if they allow employee to exercise their spirit of independence, creativity and entrepreneurial spirit; but for employees this individual characteristic is an indicator of responsible, mature, and entrepreneurial human capital whereas employees with high need for independence prefer to have control and work in unrestricted creativity-permitted working environment (Burcu et al., 2016). However, finding the right balance between complete freedom and authoritarian control is the hard part of the equation, since autonomy has both advantages and disadvantages (Bradler et al.,2020).

Research Methodology

Quantitative approach that uses structured and predetermined variables, hypotheses and design that eliminates and discourage imaginative, critical and creative thinking was adopted for the study (Daniel, 2016). Survey design was adopted in the study simply because it provides an empirical description of an observed phenomenon and can instantly reach many respondents in the targeted population (Leedy and Ormrod, 2010).

The targeted population of the study involved directors, managers, program and operations staff of the non-governmental organisation in Tanzania with a sum of 203 employees. To arrive to the needed sample size, the study used probability sampling method where stratified sampling technique was adopted as it provides the easiness in classifying the target population into strata (Kathure,2014) that enriches adequate and relevant representation of each strata thus decreasing sampling error and accomplishing a greater degree of representation of each stratum (Saunders, 2007). A sample size of 135 employees was used in the study equal to 67% of the targeted population.

The study deployed a structured, self-administered, closed ended questionnaire as a data collection tool since the study was a purely quantitative hence the use questionnaire was found to be ideal and a relevant tool to use. Questionnaire items were drawn from relevant previous studies and were modified to suit the specific objectives of the study. The content and face validity of the research items was checked to confirm the degree to which the item provides an adequate representation of the conceptual domain (Seiders et al., 2007). Further, the pilot study was carried out among the prospective respondents and the results helped in making necessary adjustments that were deemed crucial. Cronbach alpha test of reliability calculated from IBM - SPSS Statistics 21.0 was used to determine the reliability

scale of the items, were items that scored less than .70 were deleted.

Descriptive analysis and inferential analysis was run using IBM SPSS software to test the hypothesis and explain the relationship between variables (employee performance) by the independent variable (i.e. employee independence).

The study used a regression model formula as expressed below;

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Where:

Y= Employee Performance, X₁= Employee Independence, β₀=Coefficient Intercept, β₁ = beta coefficients, ε= error term.

The study was conducted in a manner that kept in consideration all ethical factors necessary to be observed by a researcher during the research process. Including collecting all the necessary permits needed for authorization to undertake the study ,declaration of interest to collect data with regards to the study, requesting prior consent of prospective participants before involving them into the research but also were properly and well informed of the research purpose before they consent to partake in the study, All respondents that were involved in the research as well as information from other scholars that were used in the study were properly documented and acknowledged. Both the participants and the information obtained from them were treated with highest confidentiality. Lastly, no manipulation of data was done to favour or harm the research beneficiaries in any way.

III. Data Finding and Presentation

Self-administered, structured, closed questionnaire that adopted a five-point Likert scale design was used to collect

data from 135 sample size from all four departmental group including programs, operations, managers and directors. A net of 101 sample size responded and completed the questionnaire and were used for the study totaling to 75% response rate; majority of respondents equal to 67employees equivalents to 66.3% were from program category, 25.7% were 26 respondents from operations category, 6 managers from managerial category equivalent to 5.9% and lastly 2 directors were involved in the study equivalent to 2% of response rate while 34 did not complete and submit their response making a total of 25%.

From the below findings presented in table 1, it was observed that out of 101 respondents, 64 male participated into the study making a total of 63.4% and 36.6% were female that were also involved, making a total of 37 female thus dominance of masculine gender than the feminine. It was evident that majority of respondents at 89% had educational status above bachelor degree thus assumedly; most respondents have a wide educational background thus a wider understanding of the study topic that meant to examine the effect of employee independence on employee performance. On the age range the results implied that the organisation has a large quantity of mid aged employees i.e. between the age of 31 – 45years who are presentably at the peak of their career growth and expansion who can be effectively and efficiently used into reaching organizational objectives. Lastly on the job category of its respondents, it was observed that majority of respondents equal to 67 equivalent to 66.3% were from program category, 25.7% were 26 respondents from operations category, 6 managers from managerial category equivalent to 5.9% and lastly 2 directors were involved in the study equivalent to 2% of response rate as per below table representation hence a wider representation of the departments.

Table 1: Demographic Characteristics of the respondents

Characteristics	Options	Frequency	Percent
Gender	Male	64	63.4
	Female	37	36.6
	Total	101	100
Age	18-30 years	13	12.9
	31-45 years	74	73.3
	Above 45 years	14	13.9
	Total	101	100
Working Experience	0 - 3 years	31	30.7
	4 - 7 years	51	50.5
	Above 8 years	19	18.8

	Total	101	100
Job Category	Director	2	2
	Manager	6	5.9
	Operations	26	25.7
	Program	67	66.3
	Total	101	100

Source: Survey data (2021)

IV. DESCRIPTIVE ANALYSIS

From the data collected in the study that aimed to assess influence of employee independence on employee’s performance; it was identified that majority of the respondents at a rate of 89.1% agreed that employees enjoy regular contact with their supervisor so that they can creatively and innovatively suggest ideas, solutions and influence departmental and organizational decisions while 3.0% disagreed and 6.9% were not sure on whether employees enjoy regular contact with their supervisor so that they can creatively and innovatively suggest ideas, solutions and influence departmental and organizational decisions, the findings are in line with the fact that an empowered employee tend to experience a feelings of self-control over the job, awareness of the work to be performed, account for personal work output(Busara, 2016).

Similarly, 96.1% respondents confirmed that the like working with minimal supervision at the workplace as the practice creates a sense of confidence to deliver hence, please their employers in all ways however 4% of the response rate disagreed on the statement. Work team autonomy theme was supported by majority of the respondents at a response rate of 81.2% that conquered to

like independent working teams which are able to identify a task, work and manage their time towards performing a task nevertheless 11.9% and 6.9% of the respondents disagreed and were not sure as to whether they prefer independent working teams, the general findings on employee autonomy were supported by Ngaita (2014) who ascertained that allowing employees to exercise their work freedom contribute positively to employee satisfaction in turn boosting employee performance.

With regards to degree of access on relevant information necessary to perform and make decision, it was confirmed by majority of respondents at a rate 84.2% that information in the organisation is easily accessed and well disseminated to all relevant employees nonetheless 8.9% of the response rate disagree on the fact, while 6.9% were not sure as to whether information in the organisation is easily accessed and well disseminated to all relevant employees. The findings had an overall 4.15 and .85 mean and standard deviation respectively the findings implies that employee prefer to work with a degree of freedom and autonomy that is linked with minimum supervision and with the ability to freely schedule their work and how they are going to perform it (Burcharth et al., 2017).

Table 2: Descriptive analysis of employee independence on employee performance

Item	Strongly Disagree %	Disagree %	Not sure %	Agree %	Strongly Agree %	Mean	Std. Dev
Job involvement	1.0	2.0	7.9	49.5	39.6	4.25	0.77
Minimal supervision	1.0	3.0	0.0	52.4	43.6	4.35	0.73
work team autonomy	1.0	10.9	6.9	53.5	27.7	3.96	0.94
Access of information	3.0	5.9	6.9	50.5	33.7	4.06	0.96
Total						4.15	0.85

Source: Survey data (2021)

Pearson’s Correlation Analysis

The correlative relationship between the two variables thus employee performance (EP) and employee independence (EI) was analyzed using SPSS software. From the analysis;

the finding as presented below confirmed a strong, significant and positive correlation relationship between the variables i.e. employee performance (EP) and employee independence (EI) at the 0.01 significance level (two-tailed) by .566.

Table 3: Coefficients Correlation

		EI	EP
EI	Pearson Correlation	1	.566**
	Sig. (2-tailed)		.000
	N	101	101
EP	Pearson Correlation	.566**	1
	Sig. (2-tailed)	.000	
	N	101	101

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

Source: Survey data (2021)

The findings from the above correlation analysis table agrees also with findings from Burcharth et al. (2017) in the study on the role of employee autonomy for open innovation performance where it was confirmed that employee independence positively attributes employee performance whereas the economic benefits of both inbound and outbound open innovation performance is fully captured only if organisation provide employees with time, freedom and independence.

Regression Analysis

To analyze the relationship between the two variables thus employee performance (EP) and employee independence

(EI) regression analysis was also run using IBM - SPSS Statistics 21.0 whereas the findings confirmed a positive significant relationship between employee independence and employee performance with a t - value of 6.829, p - value of .000. Additionally beta coefficient for employee independence (EI) was found to be .609 that implied that increase in one unit of employee independence (EI) in model 1 will increase employee performance (EP) by .609 units.

Table 4: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t - value	p - value
		B	Std. Error	Beta		
1	(Constant)	1.465	0.373		3.924	.000
	EI	0.609	0.089	0.566	6.829	.000

Source: Survey data (2021)

These findings from the above regression analysis table agrees with the results from the study on impact of employees empowerment on organization performance: a case study of government procurement service agency done by Busara (2016) which it was also evidenced that there’s a significant relationship between empowerment independence and employee performance whereas employees in the public sector found that empowerment strongly influences employee performance.

V. DISCUSSION OF THE FINDINGS

As the study aimed to assess how employee independence effect employee’s performance; the inferential analysis

confirmed a positive and strong significance relationship between employee performance and employee independence at a t- value of 6.829 and p-value of .000 but also a positive correlation effect of .566 at the significance level of .01, two tailed. Concurrently the findings from the regression coefficient analysis confirmed that increase in one unit of employee independence will positively increase employee performance by 60.9%. The research findings are further supported by Peluso et al. (2017) who ascertained that employees prefer working in an autonomous way with less micromanagement by their supervisee rather they prefer to be given a well drafted list of responsibilities that needs to be contributes significantly to job satisfaction, and in turn

boosts the performance of the workers (Younies and Al-Tawil, 2021).

According to Alavi(2020) ascertains a strong bond between job autonomy and employee performance within organisations though many vary depending on the prevailing culture, leadership style moreover employees tend to enjoy freedom in decision-making process as well as taking responsibility of task towards achieving strengthen performance at workplace viseversaly lack of autonomy in a workplace deteriorates performance, increases absenteeism and staff turnover, triggers stress, frustration, anxiety and paves a way for more control and vertical authority

Furthermore, the findings of the current study are in line with that of Burcharth et al. (2017) who asserted that strategic autonomy encourages employees towards engaging in entrepreneurial behaviour as their given freedom to carry out innovative activities without supervisory approval hence boosting up their creativity, idea generation, intrinsic motivation, flexibility, proactive role orientation and ownership of problems hence innovation outcomes. Moreover, the current findings are supported by that of Duan et al. (2019) which confirmed that employees that enjoy standard contacts with their management are able of suggest solutions which are capable of influencing departmental and institutional decisions.

However, it should be noted that, employee independence will not always lead into improved performance unless highly independent employees are assigned with meaningful duties on which they can demonstrate their potentials and use creative skills in performing; once there is ignorance of this degree of independence it will negatively impact his/her performance as the highly independent employee would be demoralized and will wish to go out of the organisation to other entity that will value his/her potential, which is a quietly costly process for today's competitive business world (Burcu et al., 2016).

VI. CONCLUSIONS

The study concludes that employee independence significantly influence employee performance. This was found to be so following the fact that employee autonomy allows improved performance as it offers employees with wider freedom, independence, and choice in planning the work and in defining the ways to be used in performing them. Most employees prefer receiving their time-framed responsibilities that is linked with freedom to work on them unlike when they are micro managed.

VII. RECOMMENDATIONS

The current study recommends that the management in organizations should capitalize also on the use of employee independence strategies which are at most of time cost effective and have long term impact on employee in terms of morale, retention, productivity as well as performance; once these employee independence strategies are well blended into reward package, tailored in a manner they become attractive, adequate and relevant; employees cannot become inured rather they become motivated and awoken to perform each day so as to achieve the competitive edge.

The current study advises policy makers to frame labour policies that would guarantee that workers are treated with greatest importance in the entity they work for, and that their needs for independence should be addressed, putting into consideration that organizations face increasingly competitive environment. Policy makers therefore should continuously revise their empowerment policies so that they find better ways to make effective use of employee independence. Not only that but also policy makers should also formulate performance-based strategies that will awaken employee motive to work hard through provision of "need for independence" that has been proven by the study once efficiently provided it will automatically reduce absenteeism, turn over, reduce output loss, and improve quality of work as well as timely meeting of targets.

VIII. LIMITATIONS OF THE STUDY

The current study which intended to examine the effects of employee independence on employee performance was done at only one non-governmental organization located in Tanzania therefore it is recommended that future studies should focus on how employee independence can effect employee performance in more than one non-governmental organisation that presents the private sectors, but also the study should be done in public entities both in and outside Tanzania to validate the present findings.

The study encountered another limitation in measuring the study variables of employee independence and employee performance for the measures based on respondent's perception via the questionnaire; this implies that there might have been some errors in the data base used, The study recommends further studies to adopt interview method in collecting data as the research topic highly depends on respondent's perception which cannot wholly be capture via the questionnaire; Interview method gives a room for respondents - researcher interaction in data collection whereas they can both share opinion and/or clarification of the response.

In addition to that, Time factor was also another limitations to the study especially at the data collection phase putting in consideration the world is undergoing the fear caused by

Corona virus pandemic hence it slowed down the spirit of data collections, basically the organisation under study had granted its employees who are also the respondents of the study restricted working schedule since the outbreak of COVID 19 pandemic causing dispersion of the respondents as they were working flexibly from different angles of the region, leading to cumbersome process in collecting the data as the respondents where at no time at the same location.

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