

**THE INFLUENCE OF WORKPLACE ENVIRONMENT FACTORS ON  
EMPLOYEES PERFORMANCE: A CASE STUDY OF SOLAR/OFF GRID  
ELECTRIC ENERGY COMPANIES IN ARUSHA MUNICIPAL**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN  
RESOURCES MANAGEMENT OF THE OPEN UNIVERSITY OF  
TANZANIA**

**2018**

**CERTIFICATION**

The undersigned certifies that has read and recommends for the acceptance by the Open University of Tanzania a dissertation entitled '*The Influence of Workplace Environment Factors Employee's Performance: A Case Study of off Grid Electric/Solar Energy Companies in Arusha Municipal*' in partial fulfillment of the requirements for the degree of Masters in Human Resources Management (MHRM) of the Open University of Tanzania



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Supervisor

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**Date**

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**DECLARATION**

I **Machui, Frank Mathew** do hereby declare that this dissertation is my original work and has not been presented for a similar and or any other degree award in any other university or college.

.....

**Signature**

.....

**Date**

**DEDICATION**

I would like to dedicate this dissertation to my parents Miss. Ngally Mathayo Machui and Mrs. Eliaichi Mathayo Machui for their efforts of taking care of me in the whole stages of my life. I express my great thanks to them for their tireless prayers, love and encouragement since the first day I was born. I dedicate to my father the late Mr. Mathew Salewi Machui for the great work he made on me, may his soul rest in eternal life.

Also I would like to dedicate this work to my lovely brothers Mr. Daniel Mahimbo Mngonea with his family without forgetting the little angel Princess Daniela (Miss), Mr. Simon Kellya and his family, Mr. Alex Kellya, my close relatives without forgetting Mr. Gerson Shoo, friends and my office colleagues and university colleagues for the good company which we are still enjoying till today. May Almighty God bless you all.

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**ABSTRACT**

This study assessed the influence of workplace environment factors on employee's performance: A case study of off grid electric/solar companies in Arusha Municipal. The study adopted descriptive research design and purposive sampling procedure. This study also used semi-structured interview, observation and questionnaires data collection methods upon collection of primary data and secondary data. The study reveals that there was good physical conditions such as temperature regulation, air circulation, lighting, arrangement and hygienic of the office buildings and noises conditions and availability of tools and good communication practices among colleagues that influence employees performance positively. Also the study reveals that there was bad communications practices and interrelationship between the employees and supervisor/managers as well as poor supervisor support that influenced employees' performance negatively. The study therefore recommends that the organization management should try to their level best to maintain workplace environment standard (physical conditions) in order to improve performance. Also the supervisor should have a good communication practices and interrelationship with the employees and the supervisor should involve employees in goals setting and should share knowledge with employees.

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**LIST OF ABBREVIATION AND ACRONYMS**

CEO	Chief Operation Officer
ELRA	Employment and Labour Relation Act 2004
HRM	Human Resources Management
LIA	Labor Institution Act 2004
OUT	Open University of Tanzania.
SMART	Specific, Measurable, Attainable, Realistic and Timeable
SPSS	Statistical Package for Social Science

## **CHAPTER ONE**

### **1.0 INTRODUCTION**

#### **1.1 Overview**

This chapter focused on background of the study, statement of the problem, objectives of the study, research questions, and delimitation of the study, significance of the study, study structure, and limitation of the study.

#### **1.2 Background of the Research Problem**

This has been conducted in Arusha Municipal Arusha whereby is among the seventh district that formulate Arusha region in the North Eastern Zone of the United Republic of Tanzania. The Arusha Municipal area has 93 Km<sup>2</sup> Population of 416,442 as per 2012 census (National Bureau of Statistics Tanzania, NBS, 2017). The study has been conducted in different Off Grid electric/solar energy companies and organization that are available in Arusha Municipal because there were different complaints that employees failed to perform to their maxim level due to their working conditions as well other workers has been observed working with limited facilities or tools and low level of safety and security.

According to Stup (2003) described different factors that affect employee's performance such as physical work environment, equipment's, meaningful work feedback on performance, performance expectations, reward for good or bad system, standard operating procedures, knowledge, attitudes and skills (Stup, 2003). Most of people spend fifty percent of their lives within indoor environment which greatly



influence their mental status, actions, abilities and performance. Better outcomes and increased productivity is assumed to be the result of better workplace environment. Better physical environment of office will boost the employees and ultimately improve their productivity. Various literatures pertain to the study of multiple offices and office buildings indicated that the factories such as dissatisfaction, cluttered workplaces and physical environment are playing a major role in the loss of employee's productivity (Al-Anzi, 2009).

Hughes (2007) surveyed 2000 employees of different organizations and industries. The report showed that 9/10 of employee's believed that workplace quality affects the attitudes of employees and increased their productivity. Increased personal control and comfort needs of employees triggered the concern among organizations to provide them with an environment and office design which will fulfils the employee's needs and help to boost their productivity. Therefore, each office has its unique office arrangements, furniture, lighting, heating, noises control and other company polices that regulate the life of employees to that company (Al-Anzi, 2011). This study assessed the influence of workplace environment factors on employee's performance in Off Grid Electric Company/solar energy companies in Arusha municipal.

Kiruja and Kabare (2013) linked work environment with employee performance in Public Middle Level TIVET institutions in Kenya. The study found that there were significant differences in workplace environment between the employees in their job categories such communication with leaders, and feedback from their leaders, noise at workplace, interpersonal relationships among the employees and health and safety

on different institutions wasn't addressed in a good way. The study indicated that if the employers could treat their employees in a good and professionally manner then it will stimulate and enhance good performance.

### **1.3 Statement of the Problem**

Employees are the vital or direct stakeholders who are working to ensure the survival of the company or organizations and or any institutions. They interact with the organizations clients, suppliers and or intermediaries in providing or servicing organizations/companies products and or services. According to Noble (2009), more attention should be paid in identifying and dealing with working environment because when employees have negative perception to their environments they sometimes suffer from their chronic stress.

A company that communicates throughout the workplace in an effective manner is more likely to avoid problems with completing the daily procedures and less likely to have a problem with improper occurrence and will generate a stronger morale and a more positive attitude towards work. When employees communicate effectively with each other, productivity will increase because effective communication means less complains and more work getting done (Quilan, 2001). Better physical workplace environment will boost employee's performance and ultimately improve their productivity (Challenger 2000). The empirical literatures indicated that some of the employees were experiencing very difficult conditions such as cleanliness and hygiene, shortage of tools, poor lighting and temperature regulation. However, there has been no literature explaining about working conditions in off grid electrical companies in Arusha region. Therefore, this study was conducted to investigate

influence of workplace environment factors on employee's performance in off grid energy companies in Arusha municipal.

#### **1.4 Objectives of the Study**

This study was guided by the following objectives.

##### **1.4.1 General Objective**

The general objective was to investigate influence of workplace environment factors on employees' performance in energy companies in Arusha municipal.

##### **1.4.2 Specific Objectives**

- i. To assess physical working conditions and working tools influence employees' performance
- ii. To explore communications practices and interpersonal relationships influence on employees' performance
- iii. To assess the supervisor support influence on employees' performance

#### **1.5 Research Questions**

- a) How physical working conditions and working tools affected job performance at Off Grid Electric Energy Companies at Arusha Municipal?
- b) How communication practices and interpersonal relationships influenced job performance at Off Grid Electric Energy Companies at Arusha Municipal?
- c) How supervisor support affected job performance at Off Grid Electric Energy Companies at Arusha Municipal?

## **1.6 Delimitations of the Study**

Delimitations are those characteristics that limit the scope and define the boundaries of your study. The delimitations are in your control (Simon, 2011). The study was strictly on assessing influence of workplace environment factors on employees' performance in Off Grid Electric power/solar companies within Arusha Municipal only. Those companies basically focused on supplying and installing solar system to the applied/interested users within the city and outward. In this study, respondents or targeted group were employees.

## **1.7 Significance of the Study**

The study assessed the influence of workplace environments factors on employee's performance in Off Grid electric/solar companies in Arusha Municipal. The study identified workplace standards and also challenges to the employee's performance either low performance, medium or high performance. Therefore, the findings could be used to advise the employers or supervisors and human resources managers/practitioners on how the workplace environments influence employees 'performance.

The finding has provided solutions and recommendation on the employee's challenges so as can be settled to improve employee's performance, satisfaction, commitment, and progressive development on employee's career as well as reducing the rate of employees' turnover /quitting from job. Also the study is of very crucial to researchers to fulfill the academic requirements for the completion of master degree as well as acquiring a knowledge and experience of employees working conditions so that he should be competent to address various problems concerning workplace

environments in any situation when working. Also the study could be kept in The Open University of Tanzania Library for any future necessity upon any academic concerns.

### **1.8 Study Structure**

This research report has five chapters that consist of sub sections on each chapter. Chapter one comprises of background of the problem statement of the problem, objectives of the study, research questions, significance of the study, delimitation of the study and limitations of the study. Chapter two comprises of theoretical literature review, definition of the key terms, theoretical framework, empirical Literature review, research gap and conceptual framework. Chapter three consist of area of study, research design, research approach, population, targeted population, sample size and sampling procedures, sampling design, data collection, method of data collection, variables and measurement, model weakness and strength, data processing and analysis, scale of validity and reliability, ethical issues and confidentiality. Chapter four comprise of findings and discussion while the chapter five comprises summary of the study, implication of the study, recommendations, and conclusions.

### **1.9 Scope of the Study**

Limitations are potential weaknesses in your study that are out of your control (Simon 2011). As per definition provided, the researcher encountered shortage of funds that limited the coverage of the study.

## **CHAPTER TWO**

### **2.0 LITERATURE REVIEW**

#### **2.1 Overview**

This chapter focuses on the work of other researchers, books, documentary, journals, articles and any reliable information which has been collected or written by other authors whom concentrated on workplace condition toward employee's performance.

#### **2.2 Theoretical Literature Review**

##### **2.2.1 Definition of Terms and Concepts**

**Employee:** An individual who has entered into a contract of employment or has entered into any other contract under which the individual undertakes to personally for the other party to the contract and the other party is not a client or customer of any or profession, business or undertaking carried on by the individual (ELRA, 2004). **Employer:** Means any person including the Government and an executive agency who engage an employee (ELRA, 2004).

**Workplace Environment:** Is the sum of interrelationships that exists within the employees and the environment in which they work (Samson & Waiganjo, 2015). Environment involves the physical condition as well as immediate surroundings, behavioral procedures, polices, rules, culture, resources, working relationships and work location all of which influence the ways employees perform their work (Heath, 2006). **Work environment factors:** According to (Stup,2003) described different factors that affect employee's performance such as physical work environment, equipment, meaningfully work, feedback on performance, performance expectations,

reward for good or bad system, standard operating procedures, attitudes, skills and knowledge. Job Performance: Is of high relevance for organizations and an individual's alike showing high performance when accomplishing tasks results and mastery. High performing individuals get promoted, awarded and honored. Career opportunities for individuals who perform well are much better than those of moderate or low performing individuals (Sonnentag et al., 2010). Off Grid electric (Solar power): Using/generating energy from the sun to produce electric power (Cambridge Dictionary, 2017). Therefore, this study basically focused on companies that supplying /selling and installing solar power system to the users (individuals and corporate).

### **2.2.2 Major Factors Affecting Employees' Performance in Organization**

Zkjadoon (2016) analyzed the major factors affecting employee's performance in organization such as financial stress, illness, job security, marriage and relationships and motivation. Financial Tress, the organization has to support employees on emergency problem such as unexpected accident or any incident that might reduce the productivity rate of the employees. The organization has to support the employees in case of emergency with small financial fund. If the organization supports the employees in the event of any financial emergencies, then it will increase the employees' productivity. If the organization has no enough fund to support employees in such circumstance, then it has to give the employees education on how-to serve money that can be used just in case of any unforeseen event. Job Security, the employees who work in fear of his position or his/her work chance in the future in any particular organization tend to perform low. Therefore, the

organization has to ensure the employees future on that organization hence it will make the employees to do the job with no fear to be fired at any given time. Illness: the employee has to be supported when they felt ill. The team can come upon to do the patient task rather than increasing workload to someone who is not fit to perm the task. Abeid (2015) investigated the workplace environment for selected Micro and Small manufacturing enterprises in Tanzania. The study found many factors that affected workplace environment such as insufficient lighting, lack of proper furniture's such as desk, chairs and others, noise disturbance, poorly designed work centers, inadequate working facilities, high temperature and lack of safety gears. The identified numbers of factors affected the employees' performance negatively. The study also found that those employees worked on such harsh conditions tend to suffer from various diseases such as back paid hence led to influence employee's performance negatively. The study suggested that further studies to be done so as to investigate all factors that affect employees' performance negatively to enable common standing on solving the discovered challenges.

### **2.2.3 Relation to the Laws and Polices of the United Republic of Tanzania**

In Tanzania there are many laws that regulate the relationship between employers and employees. These include Employment and Labour Relation Act 2004, Labour Institution Act 2004, The Occupational Health and Safety Act 2003, Workmen's Compensation Act 2008 and others. Those acts have being enacted so as to protect right of each party. The government stand as a third party to regulate the two parties means employers and employees. Focusing on one act The Occupational Health and Safety Act 2003, the act aimed to on provision of safety health and welfare of the



employees at workplace and factories. The preamble states “to make provision for the safety, health and welfare of persons at work in factories and other places of work”. Therefore, the purpose of the act is to make sure the health and safety at workplace or factories is of required standard.

## **2.3 Theoretical Framework**

This study was guided by the Herzberg’s two factors Theory and Goal Setting theory.

### **2.3.1 Herzberg’s Two Factors Theory**

Frederick Herzberg’s two factors theory (1959) asserts that job satisfaction based on two independent dimensions which are Hygiene Factors and Second intrinsic factors. Hygiene Factors addresses the issues which are external to the job that comprise pay, job security, working condition, status and the like. The hygiene factors may cause dissatisfactions when they are absent but they are potential enough to motivate or satisfy the employees when they are present.

Intrinsic Factors address the issues that are bound up with the job such as recognition, possibility of growth and advancement. When these factors are present motivators can satisfy the employees and motivate them because of their associations with the need of the self-actualization. The two factors theory does offer managers some guidelines for making employees more content on the job and more productive. Herzberg’s divided the aspects of the work situation into hygiene factors and intrinsic motivations which include incentives, like performance related pay to induce performance. The Theory focused also on working condition such as clean

environment, physical design, lighting and temperature, remuneration, status, career growth, recognition, advancement and the relation can be used to motivate the employees in the working place. Employees whose experience good condition, provided security such as insurance (medical insurance, workmen's compensation benefit as well as group personal accident) and also social security such as pension fund tend to perform well. The employees could be motivated due to the benefits and credentials being given. Such kind of employees tends to be happy hence enjoy the work. Hygiene and intrinsic factors include pay, job security, working conditions status, recognition, career development, and possibility of growth and advancement. Employees are working on bad working condition, unsecured, not recognized, no possibility of growth or any advancement tends to perform low.

### **2.3.2 Goal Setting Theory**

The goal setting theory was pioneered by Locke and Lotham in 1968. The theory itself focuses greatly on goal setting as a way of motivating employees hence increase their performance. The theory suggests that the individual's goals established by the supervisor or self can motivate the employees to perform well. The theory suggests five principals when setting goals which are summarized by the word "SMART" means specific, Measurable, attainable, Realistic and Timeable. Secondly, setting challenging goals. The employees are also motivated by the standard goals (not too much challengeable and not too simple).

The employees tend to develop self-discipline while the supervisor would look further on the reward and incentives to be given to the employee who promote the goals accomplishment. Moreover, the supervisor/manager has to involve the

employees on goals setting so that they can be committed to the goals since that they are key players to the achievable goals. The managers have to provide regular feedback to the employees as a way of motivating them to increase their performances. Provision of regular feedback on time to the employees enables them to clarify and adjust the difficult of the goals. Also the manager or supervisor has to ask for the feedback upon progress of the project so as to achieve the targeted goals.. The manager/supervisor has to take special care to ensure that the work doesn't become complex to the team. The theory suggested that in order to drive the organization to the high performance Managers/supervisors have to manage, mentor and coach the employees in a right way. Also has to involve the employees in goal setting session so as to set the goals together and plan or find the way/strategies to achieve the sated goals.

The sated goals have to be SMART hence can be achievable. The sated goals have to be challengeable but not too much as well as the organization has to make sure the employees are totally committed to the project and not otherwise. The committed employees tend to perform in meticulous manner contrary from uncommitted one. The organization has to provide feedback regular to the employees, not only that but also collecting feedback from the employees upon the progress of the project of achieving the sated goals. Also the organization has to provide training, assessment on time, coaching the employees in a proper way and provision of adequate resources on any other required material so as way to achieve the goals (Sonnentag at al, 2010).

## **2.4 Empirical Literature Review**

### **2.4.1 Physical Conditions**

Kabare and Kiraja (2013) assessed the linking work environment with employees' performance in public Middle Level TIVET Institutions in Kenya using the descriptive statistics such as percentages, frequency count, standard deviation and mean as well as correlation analysis and analysis of Variance ANOVA was used. The study revealed that some of the institutions' working environments needed to be improved for promoting the job performance. Koima (2015) assessed the effect of workplace environment on the performance of commercial banks employees in Nakuru Town-Kenya using the descriptive statistics and multiple regression models in data analysis. The study revealed that physical aspects such as furniture, lighting, ventilations and noises are not of high significant on affecting the employees' performance rather psychological such as supervisor support and leadership quality.

Agbozo, et al (2017) assessed the effect of work environment on job satisfaction evidence from the banking sector in Ghana using. The study revealed that most of the staff at the bank are satisfied with their workplace environments. The workplace environment comprised of physical work support from colleagues and supervisors, social work environments and communication with colleagues and supervisors. Furthermore, Abeid (2015) conducted a study on Investigation of workplace environment using a selected macro and small manufacturing enterprises in Tanzania using descriptive analysis. The study revealed that the workplace environment was insufficient lighting, excessive noise, insufficient working tools/facilities, lack of safety gear, lack of proper furniture.

### **2.4.2 Communication Practices**

Ajala (2012) assessed the influence of workplace environment on worker's welfare, performance and production in Nigeria. The researcher adopted descriptive survey research design and analyzed with mean values and simple percentages. The study revealed that workplace communications features and good communications network at workplace has effect on worker's welfare, health, morale, efficiency and productivity. Sirivastava (2008) assessed the effect of perceived work environment on employees' job behavior and organizational effectiveness in India using the regression analysis. The study revealed that working environment, welfare provision, working conditions, interpersonal relations trust and support at workplace are principal factors that contribute employees' job behavior and effectiveness of the organization.

Jayaweera (2014) assessed the impact of work environmental factors on job performance, mediating role of work motivation for a hotel sector in England by using descriptive analysis, correlation analysis and hierarchical regression analysis. The study revealed that there were crucial relationships between working condition and motivation toward hotel workers job performance. Salem (2015) assessed the mediating effect of job satisfaction on work environment and productivity of public petrochemical companies in Libya by using regression analysis such as stepwise regression and standard regression. The study focused on physical workplace environment such as temperature, lighting and fringe benefits, relationship and behaviors. The study revealed that poor working environment negatively influenced

the employee's productivity. The study specifically revealed that toxic and destruction behavior in working places, culture mistreatment behavior and bad relationship with managers and colleagues at workplace influenced the employees' job performance.

### **2.4.3 Supervisor Support**

Maulabakhsh and Raziq (2015) assessed the impact of working environment on job satisfaction in Czech Republic using correlation analysis, descriptive and regression analysis. The study focused three sectors (banking, Universities and Telecommunications) The study revealed that working environment such as working hours, job safety and security and relationship with colleagues and top management plays a great role in maintaining job satisfaction. Malik, et al. (2011) conducted a study of work environment and employee's performance in Pakistan. By using descriptive analysis, Pearson's correlation and regression analysis, the study revealed that social support, physical working condition, job characteristics, training and development as well as communication practices in the organization between the colleagues/teams and management and or supervisor contribute much more in the performance of the employees at workplace.

Ali, et al (2013) studied working conditions and employees' productivity in Manufacturing companies in Sub Saharan African Context: A Case of Somalia whereby they revealed the high and positive relationship between working conditions and employee's productivity in the manufacturing industries. The study revealed that the factors that influenced positive relationship were workload and working hours.

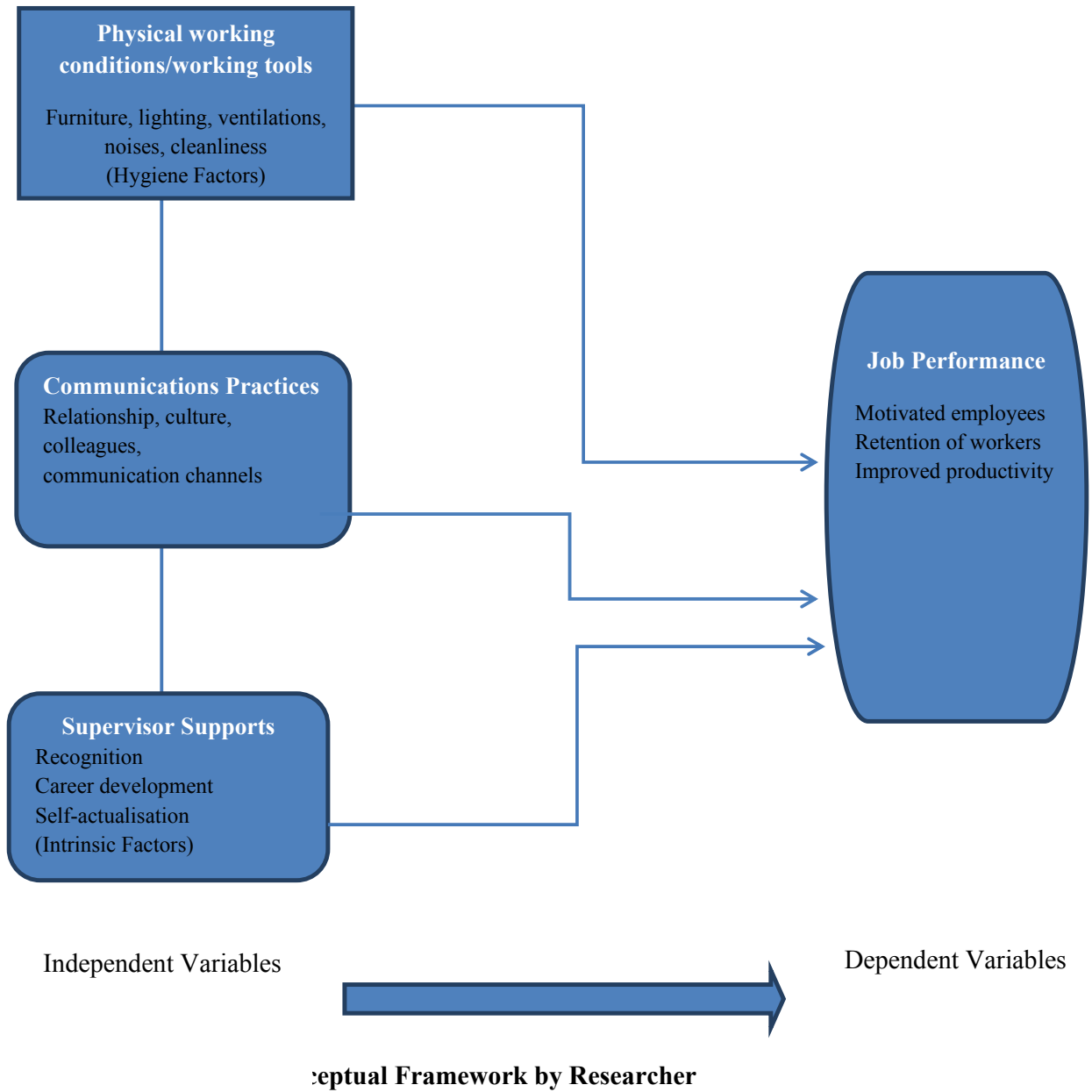
Muhoho (2014) assessed the factors influencing employee retention in Tanzania's work organizations using both qualitative and descriptive analysis. The study shows that there is high rate of turnover in Tanzania's work organizations because of low salaries and benefits. The study also revealed that the employer psychological factors such as justice and prestige being used by the organization also influenced employee retention.

### **2.5 Research Gap**

Based on literature reviews, empirically studies of different authors had been done in Tanzania to assess the role of working place environment on job performance such as by Abeid (2015), Muhoho,2014, Mrope, and Bangi, (2014) Bushiri (2014) but none of the study has focused on Off Grid Electric/solar energy company's employees and Arusha Municipal. Therefore, the mentioned gap enabled the researcher to choose off grid electric /solar power employees as well as the case study of Arusha municipal. The study assesses the influence of workplace environment factors on employees' performance in Arusha Municipal.

### **2.6 The Conceptual Framework**

Basing on the literature review that in deeply describes the relationship between working place environment. Therefore, the employee's performance has been conceptualized hence presented as shown in figure 1. The conceptual framework attempts to give explanation on the relationship between the independent and dependent variables. The figure shows how good physical condition, communications practices and supervisor support tend to influence the individual's performance.



Source: The researcher (2017) based on empirical literature review.



## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter presents the area of study and different methodical way that were applied such as research design, research approach, population, targeted population, sample size and procedures, sample size, sampling design, data collection methods variables and measurements, data processing analysis, validity and variability, data storage, ethical considerations, and area of study.

#### **3.2 Area of the Study**

The study was conducted in Arusha Municipal Arusha whereby is among the seventh district that formulates the Arusha region in the North Eastern Zone of the United Republic of Tanzania. The Arusha Municipal has 93Km<sup>2</sup> Population of 416,442 as per 2012 census (NBS, 2017). The study had been conducted in different Off Grid electric energy companies and organization that were available in the Municipal because there were different complaints that employees failed to perform to their maximum level due to their working condition as well other workers had been observed working with limited facilities or tools and low level of safety and security. Also this study was conducted in Arusha municipal because to the best of our knowledge, no any study related to this that had been done before on that area.

#### **3.3 Research Design**

A design is used to structure the research, to show how all of the major parts of the research project work together to try to address the central research questions

(Orodho, 2003). The research design that had been applied in this study was descriptive research design. The descriptive design describes population/ phenomena as they exist without changing the environment. It is used to identify and obtain information of the characteristics of a particular problem or phenomena as it is. Descriptive research design had been applied because it has the significance of producing good amount of responses from a wide range of people/population as well as providing a meaningful and accurate picture of events as they are in their natural settings and seeks to explain people's perception and behavior on the basis of collected data.

### **3.4 Research Approach**

A research design is a plan, structure and strategy of investigation considered to obtain answers to research questions or problems (Babikir, at al., 2017). This study applied quantitative descriptive approach due to the nature of the study. According to Babikir at al. (2017), this type helps to quantify data which is collected in quantities (numerical manner).

### **3.5 Population**

A Population is the entire mass of observations which is the parent group from which a sample is to be formed (Pandey & Pandey 2015). Targeted population is a group of respondents in which researcher intends to make generalization (Swai, 2015). The targeted population in this study was workers/employees of different off grid electric/solar companies found in Arusha Municipal.

### **3.6 Sample Size and Sampling Procedures**

#### **3.6.1 Sample Size**

This refers to the number of items to be selected from the universe to constitute a sample. The size of sample should neither be excessively large, nor too small. It should be optimum. An optimum sample is one which fulfills the requirements of efficiency, representativeness, reliability and flexibility (Kothari, 2004). A sample is a finite part of statistical population whose properties are studied to gain information about whole (Kombo, and Tromp 2006).

The sample is the small portions that represent the whole population to be investigated to give the information/data of the whole population concerning certain enquired matter. In this study, sample size had been calculated by Slovin's formula. According to Ghozali (2006), Slovin's formula is used to calculate the sample size ( $n$ ) given the population size, ( $N$ ) a margin of error ( $e$ ). It was computed as  $n = \frac{N}{1 + N \cdot e^2}$  (Ghozali, 2006). Therefore, in this study the sample size was off grid electric/solar energy company's workers/employees. Therefore, sample size was 100 respondents.

#### **3.6.2 Sampling Procedure**

Sampling is the procedure researcher uses to gather people, places or things of study. It's a process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho, and Kombo, 2002). The study applied a non-probability purposive sampling procedure. The researcher is interested in the representativeness

of the concepts in their varying forms. This method of sampling aims to be theoretically representative of the study population by maximizing the scope of range of variation of the study. (Kombo, and Tromp 2006). Under non probability sampling, the researcher relied specifically on purposive sampling. Purposive sampling: The researcher purposively targets a group of people believed to be reliable for the study. The researcher basically targeted off grid electric/solar energy company's employees.

### **3.6.3 Data Collection**

The process by which the researcher collects the information needed to answer the research problem. In collecting the data, the researcher must decide which data to collect, how to collect the data, who will collect the data, and when to collect data (Nalzar, 2012). A source of data in this study was primary data and secondary data. Primary data are those data that has been collected for the first time such as questionnaires while secondary data are those data that has been collected by someone else and exist somewhere (Kothari, 2004).

### **3.6.4 Primary Data**

Primary data are those which are collected afresh and for the first time and thus happen to be original in character (Kothari 2004). In this study primary data had been collected through questionnaires, semi-structured interview and observation. The reason of using questionnaires and observations is simply the best way of collecting a fresh data from the field.

### **3.6.5 Secondary Data**

Secondary data: are those which have already been collected by someone else and which have already been passed through statistical process (Kothari 2004). In this study the secondary data had been collected from secondary sources such as books, journals, articles, newspapers, research reports from distinguished academically in the libraries.

### **3.7 Method of Data collection**

This section identifies the type of data and method that had been applied to collect data. The study basically focused on primary data (fresh data) hence had been obtained or collected through questionnaires, semi-structured interview (face to face and mobile interview), and observation.

#### **3.7.1 Questionnaires**

Questionnaire: is a carefully designed instrument that consists of questions and statements written, typed, or printed for the purpose of collecting data direct from respondents (Kasomo, 2006). The researcher prepared questionnaires and supplied electronically and physical to the respondents there after collected the filled one to compile data. The questions entailed in questionnaire were close-ended questions and open-ended questions. The use of questionnaires has an advantage of providing enough time to reflect on questions asked and consult relevant documents before providing the required data (Swai, 2015). Mobile call and email reminder had been used to remind the respondents the due date agreed to return the filled paper.

### **3.7.2 Interview**

Interview is verbal interchange, often face to face though the telephone may be used in which an interviewer tries to elicit information, beliefs or opinions from other persons. Any person to person interaction either face to face or otherwise between two or more individuals with specific purposes in mind is called interview (Kumar, 2011). Semi-Structured interview: is a mix of the two types mentioned (structured and unstructured interview) where the questions are pre-planned prior to the interview but the interviewer gives the interviewee the chance to elaborate and explain particular issues through the use of open-ended questions (Bryman, 2012). Semi-structured interview is a more flexible version of the structured interview as it allows depth to be achieved by providing the opportunity on the part of the interviewer to probe and expand the interviewee's responses (Rubin & Rubin, 2005). According to Yin (2002), an interview is the most common and most effective means of obtaining detailed information in case study. Therefore, the researcher applied semi-structured interview method so as to collect the reliable information from the targeted group. The interview was conducted face to face and telephone/mobile interview.

### **3.7.3 Observation**

Is a key method of anthropology and in self can consist of mix of techniques, informal interviews, direct observation, participation in the like of the group, self-analysis and life histories, notes, diaries, and transcripts are often kept and the observation method can generate a lot of written material which investigator must synthesize (McDonald and Headlam, 2011). In this study, the unstructured

observation applied to observe the workplace environment and how the employees responding or act according to their working conditions or treatments. The unobstructive has been done to ensure that staffs being observed never noticed that they were observed.

### **3.8 Variables and Measurement**

In this study, data has been arranged in tables, frequency, calculated and presented in percentages. Tabulation and tables had been used to present the data as well as in terms of figures. The workplace condition factors that influencing employee's performance was analyzed by descriptive analysis whereby figures and tables had been used.

### **3.9 Data Processing and Analysis Procedures**

Data analysis refers to the examining what has been collected in a survey or experiment and making deductions and inferences. It involves uncovering underlying structures: extracting important variables, detecting any anomalies and testing any underlying assumptions (Kombo and Tromp 2006). In this study the raw information had been edited, coded and classified according to interval and attributes and also contents analysis had been done.

### **3.10 Scale Validity and Reliability**

#### **3.10.1 Data Validity**

Is the most critical criterion and indicates the degree to which an instruments measure what is supposed to measure. In other word validity is the extent to which differences found with a measuring instrument reflect the true differences among

those who tested (Kothari, 2004). In this study the researcher cross-checked the information from different ways so as to ensure data validity. A pilot study had been done on questionnaires were tested prior the research time. Also other ways had been applied on obtaining the information such as unstructured interview and unobstructive observation at workplaces.

### **3.10.2 Data Reliability**

Data reliability is the ability of research instruments to provide similar results when used repeatedly under similar condition. Reliability indicates accuracy, stability and predictability of a research instrument where the higher the reliability the higher the accuracy or the higher the accuracy of an instruments the higher its reliability (Kumar, 2011). In this study the scale of reliability had been ensured through applying concept of repeatability and internal consistency in questionnaires. The same question questioned/ asked in different tactical way so as to obtain accurate information. Also biasness and discrimination has been avoided so as to obtain accurate information. The reliability of data has been tested by Cronbach's alpha whereby the test value was 0.834. Tavakol, and Dennick (2011) asserted that value of Cronbach's alpha varies from Zero to one and the score value from 0.7 and above signify that data are reliable.

### **3.11 Ethical Issues Considerations**

Researchers need to anticipate the ethical issues that may arise during the studies (Creswell, 2014). Researcher involves collecting data from people about people. Researcher need to protect their research participants, develops trust with them, promote the integrity of research, guard against misconduct and impropriety that



might reflect on their organizations or institutions and cope with new challenging problems. Ethical questions are apparent today in such issues as personal disclosure, authenticity and credibility of the research report (Creswell, 2014). Ethical observation during research is very important to ensure that research norms are adhered to while considerations are given in order that knowledge and truth are kept to avoid errors (Cohen and Marrison, 2002).

In this study researcher secured the clearance letter from the Open University of Tanzania. Also the respondents were informed the purpose of this study as well as assured the point of high confidentiality of whatever opinions, views, answers of the questions and or any point of participation in this study. The researcher also has acknowledged all resources used and any form of falsification was avoided.

## CHAPTER FOUR

### 4.0 FINDINGS AND DISCUSSION

#### 4.1 Overview

This chapter covers the presentation and interpretation of the various data collected through the use of questionnaires, interviewed and observed as per objectives of the study.

#### 4.2 Characteristics of Sample Population of the Employees

In this study, the researcher collected information from 100 employees. The researcher worked upon the collected data so as to categorize them in age, gender, education level and marital status.

##### 4.2.1 Sex

The results from the study show that males account of 58% and females 42%. The researcher revealed that women mostly focused on marketing and men marketing and instillation of solar power system. Also the study reveals that females prefer good and attractive workplace environment than males hence females believed that the conducive workplace environment influence their performance more than males.

**Table 4.1: Gender of the Respondents**

Gender	Frequency	Percent
Males	58	58%
Females	42	42%
<b>Total</b>	<b>100</b>	<b>100%</b>

Source: Research data (2017)

In Tanzania, issues of gender inequality in workplace are still very pronounced. This work shows that there were more male than female involved in the off grid electrical companies.

#### 4.2.2 Age Level

Researcher collected data from the respondents who varied in terms of age. They were 20-30 (54%), between 31-40 (34%), 41-50 (10%), and 51-60 (2%). The majority of respondents were in the group of 30-30. The study discovered that the employees aged from 41-60 rated 12% were affected with young managers that the communication practices and communication from the managers wasn't appropriate and hence the situation influences their performance negatively. Also the study revealed that age group from 20-30 account for 54% preferred modern working facilities or tools than age group of 51-62 account to 10% who were not interested on the modern tools.

**Table 4.2: Age level of the Respondents**

Age group	Frequency	Percent
20-30	54	54%
31-40	34	34%
41-50	10	10%
51-60	2	2%
Total	100	100%

Source: Research data (2017)

Off grid energy companies tend to employ young people who can work in the sites and can manipulate machineries. That is why they are also dominant in this study.

### 4.2.3 Marital Status

Among the interviewed, respondents married people were 30% and non-marriage/single respondents were 70%. Therefore, the majority of the employees were single one. The study reveals that solar/off grid electric companies had a lot of single employees due to the fact that they mostly employ youth staffs who could perform much better. Also the study reveals that solar companies employed many single employees due to their flexibilities and hence they can be allocated to different zones or regions in Tanzania.

**Table 4.3: Marital Status of the Respondents**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>
Marriage	30	30%
Single	70	70%
<b>Total</b>	<b>100</b>	<b>100%</b>

### 4.2.4 Education Level

The results show that majority of the employees (65%) possess the bachelor degree. The study reveals that solar/off grid electric organizations prefer to employ fresh graduates and employee with masters. The reason behind was the renewable energy is almost new in Tanzania hence the bachelor graduates. Master degree employees accounted to 10% who preferred the high technological working tools/facilities and presence of other features of good working environments.

**Table 4.4: Education Level of the Respondents**

<b>Level of education</b>	<b>Frequency</b>	<b>Percent</b>
Certificate	5	5%
Diploma holder	15	15%
Bachelor degree holder	65	65 %
Master degree	10	10%
Others	5	5%
<b>Total</b>	<b>100</b>	<b>100%</b>

Source: Research data (2017).

Working in energy sector requires some sophisticated skills that is why majority of respondents were diploma and degree holders.

### **4.3 Physical Working Conditions**

#### **4.3.1 General Responses on Office Building, Colleagues and Supervisor/Managers**

As per shown in Table 4.5, majority of respondents were happy with their office building on which the highest rate stands on very good 72% while good 16%, fair 8% and poor 4%. The data show that majority of respondents were very comfortable and happy with their working teams where the relationship between employees and supervisor or manager stand on very good 11%, good 12%, fair 26%, poor 42% and very poor 9%. In this shows the respondents had no any mutual relationship with managers/supervisors as it has indicated by the majority that is very poor.

**Table 4.5: General Responses on Office Building, Colleagues and Supervisor/Managers**

Statement	Very Poor%	Poor%	Fair%	Good%	Very Good %
How would you describe your office building space influence you to stay in the office and work comfortably	0%	4%	8%	16%	72%
How would you describe your relationship with fellow colleagues	0%	0%	7%	20%	73%
How would you describe your relationship with managers/supervisors	09%	42%	26%	12%	11%

Source: Research data (2017)

The office buildings, relationship with colleagues and supervisor or managers rated to influence employee's performance as shown in Table 4.7. The employees responded that office building influence their work performance extremely high as at 72%extremely high, 16% high, 8% normal, 4% poor, and 0% extremely poor. On other hand the relationship with managers/supervisor rated at extremely high 11%, high 12%, normally 26, poor 42% and extremely poor 9%. Lastly was the

relationship between colleagues which stand at very high 73% and high 29%. Therefore, the findings showed that employees were influenced positively by the office building to perform well. The relationship with colleagues influenced the individual's performance positively while the relationship with supervisor /managers influenced the employee's performance negatively.

**Table 4.6: Influence on Employee's Performance**

<b>The influence on employees performance</b>	<b>Extremely Poor</b>	<b>Poor</b>	<b>Normal</b>	<b>High</b>	<b>Extremely High</b>	<b>Total %</b>
Influence of office building space toward employees performance	0%	4%	8%	16%	72%	100%
Influence of fellow colleagues relationship on individual performance	0%	0%	7%	20%	73%	100%
Influence of managers/supervisor relationship on employees performance	9%	42%	26%	12%	11%	100%

Source: Research data (2017)

#### **4.3.2 Flexibility and Comfortability of Furniture's during Working Hours**

The high number of solar/off grid electric employees 60% strongly agreed that there was flexibility and comfortability of their furniture during working hours. They responded that their furniture had quality, 30% agreed that flexibility and

comfortability was in place, 10% were neutral while no any respondent disagreed or strongly disagreed on flexibility and comfortability of the furniture's during working hours.

**Table 4.7: Flexibility and Comfortability of Furniture's during Working Hours**

<b>Flexibility and comfortability of furniture's during working hours</b>	<b>Frequency</b>	<b>Percentage</b>
Neutral	10	10%
Agree	30	30%
Strongly agree	60	60%
<b>Total</b>	<b>100</b>	<b>100%</b>

Source: Research data (2017)

#### **4.3.3 Physical Environment**

The study reveals that the physical environment had standard/quality for the employees to perform their duty in great attention. The findings show that standard and quality of physical condition has dominated workplaces as the statistics stands as lighting rated on 7% fair, 21% good, 72% very good. On temperature, 5% rated fair, 25% good and 70% very good. On noises, 2% rated fair, 27% good and 71% very good. Air circulation rated as 17% good and 83% very good. Office spacing rated as 11% fair, 23% good and 66% very good. Therefore, the study reveals that the employee's performance of solar/off grid electric companies on Arusha had been influenced positively due to the presence of standard and quality physical working conditions.



**Table 4.8: Physical Working Conditions**

<b>Physical Working Conditions</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>	<b>Total %</b>
Lighting	7%	21%	72%	<b>100%</b>
Temperature	5%	25%	70%	<b>100%</b>
Noises	2%	27%	71%	<b>100%</b>
Air Circulation	0%	17%	83%	<b>100%</b>
Office Spacing	11%	23%	66%	<b>100%</b>

Source: Research data (2017).

#### **4.3.4 Influence of Physical Environmental Conditions toward Employee's Performance**

The results reveal that physical environment influenced employee's performance in off Grid electric/solar power companies in Arusha municipal. The high number of employees agreed that the physical environment such as lighting, furniture, temperature, flexibility and comfortability, air circulation and noises had great quality hence such situation played a greater role to increase their performance. The respondent's statistics shows their performance had been influenced greatly with physical conditions. Majority of the employees advised the physical condition influence their performance in 65%, others 17%, as well as often 12% and some advised to some extent 6%. The majority of the employees advised always the physical environment plays a great role to their performance.

**Table 4.9: Influence of Physical Environmental Conditions toward Employee's Performance**

<b>Influence of physical environment on employee's performance</b>	<b>Frequency</b>	<b>Percentage%</b>
To some extent	6	6%
Often	12	12%
Mostly	17	17%
Always	66	65%
<b>Total</b>	<b>100</b>	<b>100%</b>

Source: Research data (2017)

#### **4.3.5 Working Facilities/Tools**

The results reveal that the solar /off grid electric companies in Arusha had a good schedule of providing quality working facilities/equipments. The results show that high percentage (71%) strongly agreed on the provision of working tools, 18% agreed and 11% were neutral. The results show that the solar energy companies were satisfied with their organizations control and supply of adequate working facilities on time and of high quality. Hence such kind of situation indicates the influence of working facilities on employee's performance positively. The study reveals that shortage of working facilities or quality tools could lead to poor performance but the presence of them tends to influence the employee's performance positively.

**Table 4.10: Provision of Working Tools/Facilities**

<b>Provision of working tools/facilities</b>	<b>Frequency</b>	<b>Percentage</b>
Neutral	11	11%
Agree	18	18%
Strongly agree	71	71%
<b>Total</b>	<b>100</b>	<b>100%</b>

Source: Research data (2017)

#### **4.3.6 Discussion on Physical Working Conditions and Working Tools**

The results show that high percent accepted that their workplace environment had standard. Therefore; the results show that the management of the organizations provides the working facilities in due course. The employees confirmed that they were real motivated to perform to a maximum since their organization provides whatever is required and or time so as to ensure operation run as expected as a way of achieving the organization goals. According to Vischer (2007), having a good environment, motivate the employees to apply their energies and pay their full attention to perform the work.

The study corresponds with Jayaweera (2014) who assessed the impact of work environmental factors on job performance, mediating role of work motivation in Hotel sector -England and revealed that there are crucial relationships between working condition and motivation toward worker's job performance. Also the study demonstrated that environmental condition affects job performance. Also Abeid (2015) conducted a study on investigation of workplace environment and revealed

that the workplace environment was affected by different reasons such as insufficient lighting, excessive noise, insufficient working tools/facilities, lack of safety gear, lack of proper furniture hence found that the discovered circumstances affect the employees by causing physical pain such as back pain and other related diseases that might come through due to difficulty working condition

#### **4.4 Communication Practices**

##### **4.4.1 Employee's Relationship with a Supervisor/Managers**

The findings reveal that the supervisor leadership rated as strongly disagree 18%, disagree 46%, neutral 9% and strongly agree 13%. Hence the performance of many employees shows to be influenced negatively due to the supervisor's leadership. The employees reveal that they disliked the supervisor's leadership style as they rated as strongly disagree 19%, disagreed 56%, neutral 11% agreed 6% and strongly agreed 8%. Hence the leadership of the supervisors influenced the employee's performance in a middle range. The style of leadership reveals not to entertain the employees to work as the statistics stand as strongly disagreed 21%, disagreed 40%, neutral 22% agreed 12% and strongly agreed 17%. The highest percentage of the employees were not entertained by the style of the supervisor leadership hence influence the employee's performance negatively. The supervisor actions tend to influence employee's performance negatively. The findings show that strongly disagreed 19%, disagreed 38%, neutral 22%, agreed 13% and strongly agreed 8%. Therefore, the finds reveal that the supervisor contributed negatively on employee's performance.

The favoritism of the supervisor has been rated as 7% strongly disagreed on the argument that the supervisor has no favoritism, 30% disagreed that the supervisor has

no favoritism, 22% were neutral, 13% agreed that supervisor has no favoritism and 16% strongly agreed that the supervisor has no favoritism. The highest percentage shows that the supervisor had favoritism on any opportunity or career growth of the employees. The bureaucracy of the supervisor had been rated as 8% strongly disagreed that the supervisor had no bureaucracy, 37% agreed that the supervisor had no bureaucracy, 30% neutral, 13% agreed and 16% strongly disagreed that the supervisor had no bureaucracy. The highest percentage shows that the supervisor had bureaucracy on employees hence such kind of situation contributed and influenced employee's performance negatively. On the performance appraisal, the findings stand as 5% strongly disagreed that they received a fair performance appraisal, 18% disagreed that they received fair appraisal, 45% neutral, 17% agreed to received fair performance and 15% strongly agreed to receive fair performance appraisal. The majority of the employees rated at neutral means not bad and not good hence influence the employee's performance in a middle range.

On the recognition of the employee's good job the findings stand as 2% strongly disagreed, 26% disagreed, 38% neutral, 21% agreed and 13% strongly disagreed that the employees recognized good job done by the employees hence the situation influence the employee's performance at a middle range. On the training and development opportunities if are given without favoritism the findings stand as 11% strongly disagreed, 10% disagreed, 29% Neutral, 33% agreed and 17% strongly disagreed. The highest percentage stand on 33% agreed hence it influence the employee's performance positively.

**Table 4.11: Employee's Relationship with a Supervisor/Managers**

<b>Statement</b>	<b>Strongly disagree%</b>	<b>Disagree%</b>	<b>Neutral%</b>	<b>Agree%</b>	<b>Strongly agree%</b>	<b>Total %</b>
Style of supervisor leadership influence me to work	18%	46%	9%	14%	13%	100%
I like the leadership of my supervisor	19%	56%	11%	6%	8%	100%
The style of the supervisor entertain me to work	21%	40%	22%	12%	17%	100%
My supervisor contribute positively to my performance	19%	38%	22%	13%	8%	100%
My supervisor has no favoritism	7%	41%	20%	16%	16%	100%
My supervisor has no bureaucracy	8%	37%	30%	13%	12%	100%
I receive fair performance appraisal from my supervisor	5%	18%	45%	17%	15%	100%
My supervisor recognize my good job	2%	26%	38%	21%	13%	100%
Training and development opportunities are given without favoritism	11%	10%	29%	33%	17%	100%

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Source: Research data (2017)

#### **4.4.2 Discussion on Communications Practices and Interrelationships**

The respondents confirmed that colleague's communications and interrelationship influence their performance positively. The findings are supported by Sirivastava (2008) assessed the effect of perceived work environment on employees' job behavior and organizational effectiveness in India and he revealed that working environment, welfare provision, working conditions, interpersonal relationship, trust and support at workplace were principal factors that contributed employees' job behavior and effectiveness of the organization. Also this study correspond with Malik et al (2011) who conducted a study of work environment and employees performance in Pakistan and found out that that social support, physical working condition, job characteristics, training and development as well as communication practices in the organization between the colleagues/teams and management and or supervisor contributed much more in the performance of the employees at workplace. Also the study revealed that employees performance rely on good physical working condition, training, development and communication.

#### **4.5 Supervisor Support**

##### **4.5.1 Relationship with Supervisor/Managers and Fellow Colleagues**

The study reveals that there was no good information flow from supervisor to employees as the statistics stand as 6% very poor, 15% poor, 35% fair, 27% good and 17% very good. On other hand the information flow between colleagues has been rated as 18% fair, 27% good and 57% very good. Therefore, the information flows from supervisor influences employee's performance negatively while the information among colleague's influence employee's performance positively. The

delay of information/decision from the supervisor/managers has been rated as 6% very poor, 27% poor, 46% fair, 21% good and 15% very good. Therefore the delay of information/decision influence employees negatively as the employees expected to receive crucial information/decision on time. The study reveals that there was good relationship among employees that entertained each individual to perform well. The findings stand 15% fair, 19% good and 66% very good therefore the situation has benefited each employee to perform well. The employees reveal that they had no enough opportunities to provide their inputs for decision making that would affect their work as they rated 7% very poor, 26% poor, 41% fair, 15% good and 11% very good. Therefore the situations affect the employee's performance negatively.

The study reveals that feedback from the supervisor/managers in solar/off grid electric companies reached employees in a normal range. The statistics stand as 11% very poor, 9% poor, 44% fair, 23% good and 13% very good. The majority of the employees (44%) stated that was fair means that the feedback from the employee was in moderate range hence influence employee performance in a moderate rate.



**Table 4.12: Relationship with Supervisor/Managers and Fellow Colleagues**

<b>Relationships with supervisor/managers and with colleagues.</b>	<b>Very Poor</b>	<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>	<b>Total</b>
There is good Information flow from my supervisor	6%	15%	35%	27%	17%	100%
There is good information flow from my colleagues	0%	0%	18%	27%	55%	100%
No delay of any updated information /decision from my supervisor	6%	27%	46%	21%	15%	100%
There is good relationship entertainment work from my colleagues	0%	0%	15%	19%	66%	100%
Essential information flow effectively from my supervisor to me	5%	23%	37%	21%	14%	100%
There are no cases i failed to make a decision due to the delay of information	5%	38%	36%	15%	6%	100%
I have opportunities to provide input into decisions that affect my work	7%	26%	41%	15%	11%	100%
If I were to suggest ways to improve how we do things, my manager/supervisor would take them seriously.	12%	15%	42%	18%	13%	100%
Easy receipt of feedback for job done	11%	9%	44%	23%	13%	100%

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Source: Research data (2017)

#### 4.5.2 Influence of Managers/supervisor and Colleagues on Individual's Performance

The collected data reveals that the supervisor/managers act, control and managing style didn't impress and improve or increased employee's performance. The respondent rated as very low 13% Low 41%, standard 33%, high 14% and very high 12% Also the respondents rated colleagues on their performance as very low 0%, Low 0%, standard 5%, high 19% and very high 76%. Therefore, the employees believed that their fellow staffs played a great role on their good performance while they viewed managers/supervisor as a dictator /boss/somebody they were scared off. As the findings show that the relationship between the colleagues influences each individual performance positively while the relationship between managers/supervisor with the employees influences the performance negatively.

**Table 4.13: Influence of Managers/Supervisor and Colleagues on Individual's Performance**

Description	Influence of supervisor/Managers on employees performance		Influence of Colleagues on individuals performance	
	Frequency	Percentage	Frequency	Percentage
Very High	12	12%	76%	76%
High	14	14%	19%	19%
Standard	21	21%	5%	5%
Low	41	41%	0%	0%
Very Low	12	12%	0%	0%
<b>Total</b>	<b>100</b>	<b>100%</b>	<b>100</b>	<b>100%</b>

Source: Research data (2017)

#### 4.5.3 Referral of a Friend to Work with the Organization

The following were the response from employees regarding their referral of a friend to work with the organization. The results show that the solar/off grid electric energy companies in Arusha 40% of employees responded they would definitely refer a friend to work with the organization whereby 20% said they would probably recommend a friend to work with the organization at the same time 13% of the employees on the other hand said they are not sure if they could recommend a friend to the organization and 20% said they would probably not refer a friend to work with the organization and lastly 7% relied on definitely not refer a friend to work with the organization. Therefore, these organizations have to provide friendly working environment which attract and influence employees to work comfortable and perform their job effectively as a means of motivating the current employees to referral of a friend to work within these organizations.

**Table 4.14: Referral of a Friend to Work with the Organization**

<b>Referral of friend to work with the organization</b>	<b>Frequency</b>	<b>Percentage</b>
Definitely Yes	40	40%
Probability	20	20%
Not Sure	13	13%
Probability not	20	20%
Definitely Not	7	7%
<b>Total</b>	<b>100</b>	<b>100%</b>

Source: Research data (2017).

#### **4.5.4 Discussion on Supervisor Support**

The results from the study show that supervisor support was not as to high extent as per employees' wishes and expectations. Salacuse (2007) asserted that leaders are now required to lead by negotiation and they need to communicate effectively by appealing to the interests of the followers. Also according to Kotter (1988), effective organizational communication promotes productivity.

Also the results from the current study are in line with Kiruja, and Kabare (2013) linked Work environment with employee performance in Public Middle Level TIVET institutions in Kenya hence found that there were significant differences in workplace environment between the employees in their job categories such communication with leaders, and feedback from their leaders, noise at workplace, interpersonal relationships among the employees and health and safety on different institutions wasn't addressed in a good way. The study indicated that if the employers could treat their employees in a good and professionally manner could stimulate and enhance good performance.

## CHAPTER FIVE

### 5.0 CONCLUSION AND RECOMMENDATIONS

#### 5.1 Overview

This chapter presents summary of the main findings, conclusion and recommendations to organization, supervisors/managers, government and employees as well as recommendations for further studies.

#### 5.2 Summary of the Findings by Objectives

The study focused on the influence of workplace environment factors on employee's performance case study solar/off grid electric companies in Arusha municipal. The summary of findings is presented below:

##### 5.2.1 First objective: To assess physical Working Conditions and Working Tools

###### **Influence Employees' Performance**

Basing on the research questions and the objectives the study revealed that physical conditions such as lighting, temperature regulation, noises, office spacing and arrangement are of high quality hence influence the employee's performance positively.

##### 5.2.2 Second Objective: To Explore Communications Practices and

###### **Interpersonal Relationships Influence on Employees' Performance**

Communication practices and interrelationship between the employees and supervisors appeared to be complicated and not mutually. The study found bad relationship between the two parties the managers /supervisor treat employees as

something that has to follow command and orders only and no negotiation or involvement in planning or how to achieve the task hence that kind of situation challenges the employee's performance. The employees had to follow the supervisor/managers orders and not otherwise since that they had a fear of being fired at the times they try to use their ideas or views on how to accomplish their tasks. On other hand the communication practices and interrelationship between colleagues seems to be very strong and supportive to each other hence influence their performance positively.

### **5.2.3 Third Objective: To Assess the Supervisor Support on Employees' Performance**

The study found that the supervisor support wasn't of highest percentage rather bad. The supervisor discovered that were not supportive to their employees as a way of motivating them to accomplish the targeted goals in a right time. The supervisors found to hide very crucial information/technological information had been hidden to sometimes until the latest minutes before due time. The supervisor appeared not ready to share their highest knowledge and experience with the normal employees as they feared future challenge that the employees could rise to be competent to take their position. Therefore, the study discovered that the supervisor support influence the employee's performance negatively.

### **5.3 Implications of the Findings**

#### **5.3.1 Implications of the Findings to the Policy**

The organization policies found to be stable and safeguard the life of employees at workplace. The organization policies has to remain on the same way to maintain workplace physical environment. Also in case of any changes, adjustment or amendment of companies policies the solar/ off grid electric energy companies has to reveal to the employees on time. The results from this study also may be used to promote the good working environment both for private and public institutions so as to improve the employees' performance.

#### **5.3.2 Implications of the Findings to the Practice**

Physical working conditions had been discovered that they had high quality therefore the organization must increase their efforts on maintaining the standard of their offices as a way of influencing employee's performance well. Physical environment such as lighting, temperature, regulation, noises, and office arrangement has to be maintained for a long time. Also provision of adequate/working tools has to be maintained in a same way so as to proceed influencing the employee's performance in a positive way. Communication practices and interrelationship between colleagues must be maintained in the same manner as it appeared that the situation benefit each employee hence influence their performance positively. The team work has to continue trust each other as well as networking and technological support to each other has to be maintained on the same manner.

Communication practices and interrelationship between supervisor/manager with the employees has to change to mutualistic relationship. The supervisor has to treat the employees as a working team and treat them fair as friends and not as a working class that has to be controlled, blasted, shouting to them and or threat them to be fired. Supervisors must reduce the tendency to hide things instead are supposed to have confidence to disclose their abilities to their team members and trusts them to perform their work efficiently and effectively. If the managers/ supervisor treat their subordinates as professionals, then there is no reason that they should not behave in appropriate manner. Such kind of attitude promotes trust and loyalty among the employees and encourages better teamwork among them. The managers/supervisor must involve the employees in goal setting session, must listen the employees ideas on how to reach the targeted goals means that they must share technical knowledge as a way of accomplishing the targeted goals in a good run .The managers must avail information on time without favoritism and or delay. By doing so the employees could feel motivated, trusted hence could perform in great attention without fear of being fired or being stressed hence could influence employees performance positively.

### **5.3.3 Implications of the Findings to the Theory**

This study specifically related the study to the Goal setting theory and Hertzberg two factors theory. The theory found to be very crucial to this study therefore the solar/off grid electric energy companies in Arusha municipal has to apply the theories by make sure that their workplace environment are conducive. This will lead



into both accomplishment of employees goals and increasing the motivation of the works and hence will improve the employees' performance.

#### **5.4 Conclusion**

The study reveals that workplace environment plays a great role in influencing employees' performance in the study area. The study reveals that presence of good physical environment, provision of adequate working tools, good communications with employees, great supervisor support, sharing of knowledge encourage the employees to perform to their work to the maximum level and accomplishes the targeted goals.

#### **5.5 Recommendations to the Organizations, Employees and Government**

Based on the findings, the following are recommendations to the organization, employees and the government.

##### **5.5.1 Recommendations to the Organizations and Supervisors/Managers**

The organization management should try their level best to maintain workplace environment standards so as to attract professionals to work with the organization, retain key players and motivate the employees to perform to their maxim level. By doing so it will increase the employee's commitment, affectivity and efficiently of their works hence increase the organization productivity. The organization has to arrange for managers/supervisors training and psychological knowledge on how to manage their team, how to communicate with their team as a way of influencing employee's performance positively instead of negatively.

Management should find ways of availing organization goals and strategies to reach the targeted goals. Also the management should involve employees in setting the goals and strategies to be applied in order to achieve the targeted goals. The supervisor has to communicate and to maintain their good relationship with the employees. Frustrating or stressing the employees wouldn't boost or increase the employee's performance rather diminish their performance as well as reducing the rate of organization commitment hence could increase the employees turnover rate. Also the supervisors or managers ought to support employees in day to day work when the support is needed to the team. The managers/supervisor have to be ready and open to share knowledge with the team rather than being afraid of the employees that could threaten their future position with the organization.

### **5.5.2 Recommendations to the Employees/Workers**

The employees should report challenges or problems to the appropriate supervisor or manager on time also the employees should provide proper feedback and concrete working strategies as a way to reach the organization goals as well as to win trust to their supervisor and overall management of the organization.

### **5.5.3 Recommendations to the Government**

The government should keep put clear the responsibility of employers in the Employment and Labour Relation Act 2004 rather than refereeing to Commons Law also should keep insisting the implication of Labour Institution Act 2004 and all other laws that regulating the relationship between the employers and employees.

### 5.6 Recommendation area for Further Studies

This study focused only on investigating the influence of workplace environment factors on employee's performance, case study of solar/off grid electric companies in Arusha Municipal. Therefore, the future researchers are recommended to investigate the remuneration and employee's turnover in the same topic and case study of Arusha municipal, other municipal in Tanzania or outside Tanzania.

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## APPENDICES

### Questionnaires

Introduction

Dear Sir/Madam,

Greetings,

I am a Mr. Frank Mathew Machui, student of The Open University of Tanzania conducting a research in Arusha Municipal by *assessing the influence of workplace environment factors on employee's performance*, A case study of Off Grid Electric Powers companies in Arusha Municipal. I request you to participate in this research by giving out your knowledge, views and opinions in this study. Your meticulous participation in this crucial study will enable the researcher to accomplish the academic requirement as well as will be kept for any academic requirement as well as whoever will be involved in addressing the employees concerns. The information given will be treated as confidential and will be used for the purpose of this study only.

#### **Instructions**

**Please read each question carefully**

**Encircle the option you think best suits you.**

**Encircle only one option for each question**

Name (Option).....Designation.....

Organization Name.....

Gender.....Age.....

Marital Status (a) Married..... (b) Single.....

(d) Divorced..... (e) Widow/widower.....

5. Education Level (Please tick on the appropriate box)

Primary	Ordinary Secondary	Advanced Secondary	Certificate	Bachelor Degree	Master Holder	PHD Holder

**General Questions**

No	Statement	Very Poor	Poor	Fair	Good	Very Good
6	How would you describe your office building space influence you to stay in the office and work comfortably	1	2	3	4	5
7	How would you describe your relationship with fellow colleagues	1	2	3	4	5
8	How would you describe your relationship with managers/supervisors	1	2	3	4	5

**Relationship with a supervisor**

9. How would you rate the supervisor relationship as specified below?

No	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongl y agree

a	Style of supervisor leadership influence me to work	1	2	3	4	5
b	I like the leadership of my supervisor	1	2	3	4	5
c	The style of the supervisor entertain me to work	1	2	3	4	5
d	My supervisor contribute positively to my performance	1	2	3	4	5
e	My supervisor has no favoritism	1	2	3	4	5
f	My supervisor has no bureaucracy	1	2	3	4	5
g	I receive fair performance appraisal from my supervisor	1	2	3	4	5
h	My supervisor recognize my good job	1	2	3	4	5
i	Training and development opportunities are given without favoritism	1	2	3	4	5

10. How would you rate communication/Interrelationship from supervisor and colleagues?

No	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
a	There is good Information flow from my supervisor	1	2	3	4	5
b	There is good information flow from my colleagues	1	2	3	4	5
c	No delay of any updated information /decision form my supervisor	1	2	3	4	5
d	There is good relationship entertainment work from my colleagues	1	2	3	4	5
e	There is good relationship entertainment work from my supervisor	1	2	3	4	5

f	Essential information flow effectively from my supervisor to me	1	2	3	4	5
g	There are no casesi failed to make a decision due to the delay of information	1	2	3	4	5
h.	I have opportunities to provide input into decisions that affect my work	1	2	3	4	5
i	If I were to suggest ways to improve how we do things, my manager/supervisor would take them seriously.	1	2	3	4	5
j	Easy receipt of feedback for job done	1	2	3	4	5

### Physical condition

11. My furniture are flexible and comfortable enough so that I can work without getting tired during working hours.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly agree.

12. The Physical conditions at work influence my performance positive performance.

- Not at all
- To some extent
- Often

- Mostly
- Always.

13. Please explain on how you company provide working tools/facilities \_\_\_\_\_

\_\_\_\_\_

14. How physical environment at work influence your performance?

.....

.....

.....

15. How would you rate the physical environment below at your office/working area?

No	Statement	Very				
		Poor	Poor	Fair	Good	Very Good
(i)	Lighting	1	2	3	4	5
(ii)	Temperature	1	2	3	4	5
(iii)	Noises	1	2	3	4	5
(iv)	Air circulation	1	2	3	4	5
(v)	Office Spacing	1	2	3	4	5

16. Please explain how the above on question No. 14 influence your performance.

.....

.....

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

17. How would you describe your supervisor/ managers in terms of communications, treatment, directing and relationships.....

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

18. How your supervisor /manager's communications, treatment and relationship increase your performance?

- (a) 10%
- (b) 20%
- (c) 30%
- (d) 40%
- (e) 50% and above.

19. How would you describe your colleagues in terms of communications, technical/knowledge support and interpersonal relationships.....

.....

20. How your colleague's interpersonal relationships, communications, technical/knowledge support increase your performance?

- (a) 10%
- (b) 20%
- (c) 30%
- (d) 40%
- (e) 50% and above

21. Would you prefer your friend to apply for the job at your company?

- Definitely
- Probability
- Not Sure
- Probability not
- Definitely not

*Thank you for the participation.*