**INFLUENCE OF WORKING CONDITIONS ON EMPLOYEES’ PRODUCTIVITY: A CASE OF MBEYA URBAN WATER SUPPLY AND SANITATION AUTHORITY**

**AIDA ALEX KASIBA**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN RESOURCES MANAGEMENT**

**DEPARTMENT OF MARKETING, ENTREPRENEURSHIP AND MANAGEMENT**

**THE OPEN UNIVERSITY OF TANZANIA**

**2025**

# CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University, a dissertation titled; ***“Influence of Working Conditions on Employees Productivity: A case of Mbeya Urban Water Supply and Sanitation Authority*”** in partial fulfillment of the requirements for the Degree of Master of Human Resource Management (MHRM).

………………………………………

Dr. Janeth Isanzu

(Supervisor)

……………………………….

Date

………………………………………

Prof. Saganga Kapaya

(Supervisor)

……………………………….

Date

# COPYRIGHT

The reproduction of any aspect from this Dissertation needs written authorization from both the author as well as The Open University of Tanzania before electronic, mechanical, or other forms of transmission are involved.

# DECLARATION

I, **Aida Alex Kasiba,** do here by declare that it clear that all work in this dissertation stands as original to this project. The dissertation material remains unsolicited to any other educational organization. The research includes proper references for all material obtained from other authors. I make a declaration that the entire work you are about to review is completely my original effort. The research fulfills the requirements for the Degree of Masters in Human Resources Management (MHRM).

……………………………………

Signature

………………………….

Date

# DEDICATION

This dissertation presents itself as a tribute to my family. Their dedication together with sacrifices has yielded this project to support my studies and professional path.

# ACKNOWLEDGEMENTS

I thank God first because he gave me strength and courage to complete my studies as well as research this investigation. My second expression of gratitude goes to my family who sustained me with spiritual and moral backing from the beginning of study time through ongoing research. Through their guidance and moral and practical backing I dedicated myself productively to complete this study.

Deep appreciation belongs to Dr. Janeth N. Isanzu and Prof. Saganga Kapaya who guided me through proposal writing into preparing this dissertation. Through the negotiation of valuable feedback combined with intellectual advice my supervisor provided both the study completion and the necessary academic standards. The full value of appreciation should be given to her heartfelt dedication.

This research has received valuable contributions from all individuals including my fellow students and other participants who helped with the study's preparation. I extend my sincere appreciation to these important contributors. Kindly receive my gratitude. The members of staff at Mbeya Urban Water Supply and Sanitation Authority deserve our appreciation as they served as study respondents.

# ABSTRACT

This study investigates the influence of working conditions on employee productivity at the Mbeya Urban Water Supply and Sanitation Authority, employing Herzberg’s two-factor theory as the guiding framework. The research utilized a quantitative approach with a sample size of 153 respondents selected from various departments. Data were collected through structured questionnaires and analyzed using SPSS (Statistical Package for the Social Sciences), with both descriptive statistics (such as mean, frequency, and percentages) and inferential statistics (including correlation analysis) to examine the relationships between working conditions and employee productivity. Findings indicate that physical working conditions, such as office space and ventilation, are generally satisfactory but could be enhanced with better ergonomic support. Social conditions, including supervisor support and team cooperation, show positive results, though structured communication could be improved. Financial conditions, particularly salary competitiveness and alignment with the cost of living, reflect mixed levels of employee satisfaction. The study concludes that while some working conditions are adequate, improvements in compensation structures, noise control, and consistent communication practices are needed to further enhance productivity. Key recommendations include adjusting salary packages to reflect the cost of living, enhancing office ergonomics and noise management, and establishing regular, structured communication to reinforce team dynamics and employee engagement.

Keywords: *Working conditions, employees’ productivity, Mbeya Urban Water Supply and Sanitation Authority*.

# TABLE OF CONTENTS

[CERTIFICATION ii](#_Toc190367639)

[COPYRIGHT iii](#_Toc190367640)

[DECLARATION iv](#_Toc190367641)

[DEDICATION v](#_Toc190367642)

[ACKNOWLEDGEMENTS vi](#_Toc190367643)

[ABSTRACT vii](#_Toc190367644)

[TABLE OF CONTENTS viii](#_Toc190367645)

[LIST OF TABLE xii](#_Toc190367646)

[LIST OF FIGURE xiv](#_Toc190367647)

[LIST OF ABREVIATION AND ACRONYMS xv](#_Toc190367648)

[CHAPTER ONE 1](#_Toc190367649)

[INTRODUCTION 1](#_Toc190367650)

[1.1 Overview 1](#_Toc190367651)

[1.2 Background To The Study 1](#_Toc190367652)

[1.3 Statement Of The Problem 3](#_Toc190367653)

[1.4 Objective Of The Study 5](#_Toc190367654)

[1.4.1 General Objective 5](#_Toc190367655)

[1.4.2 Specific Objectives 5](#_Toc190367656)

[1.5 Significant Of The Study 5](#_Toc190367657)

[1.6 Scope Of The Study 6](#_Toc190367658)

[1.7 Organization Of The Study 7](#_Toc190367659)

[CHAPTER TWO 8](#_Toc190367660)

[LITERATURE REVIEW 8](#_Toc190367661)

[2.1 Overview 8](#_Toc190367662)

[2.2 Definitions Of Concepts And Terms 8](#_Toc190367663)

[2.2.1 Working Conditions 8](#_Toc190367664)

[2.2.2 Employees’ Productivity 8](#_Toc190367665)

[2.3 Theoretical Literature Review 9](#_Toc190367666)

[2.3.1 Frederick Herzberg’s Theory 9](#_Toc190367667)

[2.3.2 Resource Based View Theory 12](#_Toc190367668)

[2.4 Empirical Literature Review 14](#_Toc190367669)

[2.4.1 Influence Of Physical Working Condition On Employees' Productivity At Mbeya Urban Water Supply And Sanitation Authority 14](#_Toc190367670)

[2.4.2 Influence Of Social Working Condition On Employees' Productivity At Mbeya Urban Water Supply And Sanitation Authority 16](#_Toc190367671)

[2.4.3 Influence Of Financial Working Condition On Employees' Productivity At Mbeya Urban Water Supply And Sanitation Authority 18](#_Toc190367672)

[2.5 Research Gap 20](#_Toc190367673)

[2.6 Conceptual Framework 21](#_Toc190367674)

[2.6.1 Research Hypotheses 23](#_Toc190367681)

[2.7 Theoretical Framework 23](#_Toc190367682)

[CHAPTER THREE 24](#_Toc190367683)

[RESEARCH METHODOLOGY 24](#_Toc190367684)

[3.1 Overview 24](#_Toc190367685)

[3.2 Research Paradigm 24](#_Toc190367686)

[3.3 Research Design 25](#_Toc190367687)

[3.4 Area Of The Study 25](#_Toc190367688)

[3.5 Population Of The Study 25](#_Toc190367689)

[3.6 Types Of Data Collection 26](#_Toc190367690)

[3.6.1 Primary Data 27](#_Toc190367691)

[3.7 Methods Of Data Collections 27](#_Toc190367692)

[3.7.1 Questionnaire Method 27](#_Toc190367693)

[3.8 Sampling Design And Procedures 28](#_Toc190367694)

[3.8.1 Sample Size 28](#_Toc190367695)

[3.8.2 Sampling Techniques 29](#_Toc190367696)

[3.8.3 Purpose Sampling Technique 29](#_Toc190367697)

[3.9 Data Processing And Analysis 30](#_Toc190367698)

[3.9.1 Descriptive Statistics 31](#_Toc190367699)

[3.10 Validity And Reliability 32](#_Toc190367700)

[3.10.1 Validity 32](#_Toc190367701)

[3.10.2 Reliability 32](#_Toc190367702)

[3.11. Ethical Consideration 33](#_Toc190367704)

[CHAPTER FOUR 35](#_Toc190367705)

[FINDINGS AND DISCUSSION 35](#_Toc190367706)

[4.1 Overview 35](#_Toc190367707)

[4.2 Response Rate 35](#_Toc190367708)

[4.3 Demographic Characteristics Of Respondents 36](#_Toc190367710)

[4.4.Result Findings 37](#_Toc190367712)

[4.4.1 To Examine The Influence Of Physical Working Condition On Employees’ Productivity At Mbeya Urban Water Supply And Sanitation Authority 37](#_Toc190367713)

[4.4.1.1 Physical Working Condition 38](#_Toc190367714)

[4.4.2 To Examine Influence Of Social Working Condition On Employees’ Productivity At Mbeya Urban Water Supply And Sanitation Authority 39](#_Toc190367716)

[4.4.2.1 Social Working Conditions 40](#_Toc190367717)

[4.4.3 To Examine The Influence Of Financial Working Condition On Employees’ Productivity At Mbeya Urban Water Supply And Sanitation Authority. 42](#_Toc190367719)

[4.4.3.1 Financial Working Condition 42](#_Toc190367720)

[4.4.4 Employee Productivity 44](#_Toc190367722)

[4.5 Correlation Analysis 46](#_Toc190367724)

[4.5.1 Analysis Of Correlation Table 47](#_Toc190367726)

[4.6 Discussion Of The Study Findings 48](#_Toc190367727)

[4.6.1 Physical Working Conditions And Employee Productivity 48](#_Toc190367728)

[4.6.2 Social Working Conditions And Employee Productivity 50](#_Toc190367729)

[4.6.3 Financial Working Conditions And Employee Productivity 51](#_Toc190367730)

[CHAPTER FIVE 53](#_Toc190367731)

[SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS 53](#_Toc190367732)

[5.1 Overview 53](#_Toc190367733)

[5.2 Summary Of Findings 53](#_Toc190367734)

[5.3 Conclusion 54](#_Toc190367735)

[5.4 Implications Of The Study 55](#_Toc190367736)

[5.4.1 Implications For Policymakers 55](#_Toc190367737)

[5.4.2 Implications For The Industry 56](#_Toc190367738)

[5.4.3 Implications For Academics In Terms Of Theory Development 57](#_Toc190367739)

[5.5 Recommendations 58](#_Toc190367740)

[5.5.1 Enhancement Of Physical Conditions 58](#_Toc190367741)

[5.5.2 Structured Communication 58](#_Toc190367742)

[5.5.3 Review And Adjustment Of Financial Compensation 59](#_Toc190367743)

[5.6 Limitations Of The Study 59](#_Toc190367744)

[5.7 Areas For Further Research 60](#_Toc190367745)

[REFERENCES 61](#_Toc190367746)

[APPENDICES 67](#_Toc190367748)

# 

# 

# LIST OF TABLE

[Table 3.1 Presents the Cronbach's Alpha values for each section of the questionnaire, along with a rating scale: 33](#_Toc190365855)

[Table 4.1: Response Rate of Distributed Questionnaires 35](#_Toc190365861)

[Table 4.2: Demographic characteristics of the respondents 37](#_Toc190365863)

[Table 4.3: Responses for Physical Working Conditions 39](#_Toc190365867)

[Table 4.4: Responses for Social Working Conditions 41](#_Toc190365870)

[Table 4.5: Responses for Financial Working Conditions 44](#_Toc190365873)

[Table 4.6: Responses for Employee Productivity 46](#_Toc190365875)

[Table 4.7: Correlation Analysis of Working Conditions and Employee Productivity 47](#_Toc190365877)

# LIST OF FIGURE

[Figure 2.1: Conceptual Framework 22](#_Toc181769421)

# LIST OF ABREVIATION AND ACRONYMS

CFA Confirmatory Factor Analysis

FWC Financial Working Conditions

HRM Human Resource Management

ICT Information, Communication and Technology

MSQ Minnesota Satisfaction Questionnaire

OUT The Open University of Tanzania

SPSS Statistical Package for Social Science

VIF Variance Inflation Factor

WC Working Condition

# CHAPTER ONE

# INTRODUCTION

# 1.1 Overview

This chapter presents the background of the study, statement of the problem, objectives of the study, and scope of the study, significance of the study, and organization of the chapter.

# 1.2 Background to the Study

Globally, working conditions play a significant role in determining employee productivity and organizational success. The shift towards recognizing the importance of creating a conducive work environment has been seen in both developed and developing nations. Factors such as fair wages, adequate benefits, job security, and health and safety regulations are essential in maintaining employee satisfaction and increasing productivity (ILO, 2021). Recent studies have shown that poor working conditions can lead to high turnover rates, job dissatisfaction, and even health-related issues among employees (Patterson & Neilson, 2020). Therefore, many companies worldwide are increasingly focusing on enhancing the physical and social aspects of their workplaces to improve employee engagement and overall performance (Khaled & Durrah, 2022).

In Africa, employee well-being and working conditions have become critical issues as businesses strive for improved efficiency. Many African countries, particularly in Sub-Saharan Africa, are still grappling with inadequate work environments, which hamper the productivity of workers. According to a report by the African Union (2020), improving working conditions in Africa remains a priority in ensuring sustainable economic development. Factors like poor infrastructure, long working hours, and insufficient worker benefits contribute to low productivity. However, organizations in countries like South Africa, Kenya, and Nigeria are starting to recognize the link between favorable working conditions and increased productivity, with a greater emphasis on occupational health and safety (Ndiaye, 2021). Studies in countries like Ethiopia and Ghana have highlighted that businesses are improving working conditions to retain skilled employees, which in turn contributes to the overall growth of these nations' economies (Moyo & Lema, 2022).

In Tanzania, improving working conditions has become an integral part of the country's national development agenda. Tanzania's industrial sector is growing, and as it does, so does the focus on improving employee satisfaction through better working environments. According to the National Employment Policy (2019), the Tanzanian government has outlined several strategies to enhance labor conditions, such as better wages, social protection schemes, and worker empowerment initiatives. However, in practice, many Tanzanian companies, especially those in the public sector, continue to face challenges such as limited resources, inadequate training programs, and poor management practices. A recent study by Mussa (2022) emphasized that the government's role in improving labor policies could significantly impact worker productivity, particularly in state-owned enterprises. Tanzanian businesses are beginning to recognize the importance of employee engagement, with companies like Tigo Tanzania and Safaricom investing in employee training and workplace improvements (Moshi & Nkwama, 2021).

At the local level, the Mbeya Urban Water Supply and Sanitation Authority (Mbeya WSSA) is one of the critical service providers in the Mbeya region of Tanzania. The authority has been instrumental in improving water supply and sanitation services to the urban population, but challenges related to working conditions still persist. According to a report by the Tanzania Water and Sanitation Network (2022), Mbeya WSSA has struggled with retaining skilled employees due to poor working conditions and limited professional development opportunities. However, there have been initiatives to improve employee satisfaction, such as offering better pay, implementing flexible work schedules, and enhancing communication channels between management and staff (Kigongo, 2023). While improvements are being made, it remains essential to address the organizational weaknesses identified in studies like that of Chacha (2021), where it was found that employee engagement and a conducive working environment significantly influenced productivity within the authority. Hence, the study aimed to assess the influence of working condition on employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority.

# 

# 1.3 Statement of the Problem

Organizations across the globe, especially in developing countries, often face significant challenges in boosting employee productivity due to poor working conditions. Despite the growing recognition of the critical role that a positive work environment plays in enhancing employee performance, many organizations continue to neglect this aspect, resulting in suboptimal productivity levels (Elaho & Odion, 2022). Poor working conditions, including inadequate facilities, long working hours, low wages, and limited employee autonomy, have been identified as major factors that hinder employee motivation and efficiency (Aiken, Clarke, & Sloane, 2002; Raziq & Maulabakhsh, 2015). Research has consistently shown that the physical and mental alignment between employees and their work environment is crucial for job satisfaction and overall performance (Shikdar & Shawaqed, 2003). Moreover, the lack of effective communication between management and staff further exacerbates these challenges, making it difficult for organizations to meet their performance standards (El-Zeiny, 2013).

While substantial research has been conducted globally on the influence of working conditions on employee productivity, there remains a significant gap in empirical studies, particularly in developing countries. In many of these regions, the understanding of the connection between working conditions and productivity is still limited, and much of the existing literature lacks a robust examination of local contexts (Swai & Tiengâ, 2022). Notably, studies in Tanzania, particularly within public service institutions such as the Mbeya Urban Water Supply and Sanitation Authority (Mbeya WSSA), remain sparse. As a result, there is limited understanding of how factors like pay, working hours, employee autonomy, organizational structure, and management-employee communication influence productivity in these specific settings.

This study seeks to fill this gap by empirically investigating the influence of working conditions on employees' productivity at Mbeya WSSA. It will provide an in-depth analysis of how working conditions, including the aforementioned factors, contribute to employee performance within the context of a public sector utility company in Tanzania. By bridging this gap in the literature, the research aims to offer valuable insights that can guide improvements in organizational practices and inform policy development, ultimately leading to higher employee satisfaction and productivity at Mbeya WSSA.

# 

# 1.4 Objective of the Study

# 1.4.1 General Objective

The main objective of the study was to assess the influence of working condition on employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority.

# 

# 1.4.2 Specific Objectives

1. To examine the influence of physical working condition on employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority
2. To examine influence of social working condition on employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority
3. To examine the influence of financial working condition on employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority

# 

# 1.5 Significant of the Study

This particular study was important for the following reasons:

i) It would support human resource managers and public service organization management in providing services that live up to the expectations of both employers and employees

ii) The research would offer essential insights into the field of management, employee working conditions, employee satisfaction scores, and elements impacting the work atmosphere in Mbeya Urban Water Supply and Sanitation Authority settings

iii) It would help decision and policy makers to assess the influence of working condition on employees’ productivity and probably acquaint them with the strategies to deal with such challenges;

iv) In terms of academicians and researchers, the study would provide an extra mile platform for further researches on the assessment of the influence of working condition on employees’ productivity at the Mbeya Urban Water Supply And Sanitation Authority; and

v) The study would assist public service organizations to appreciate the importance and the significance of the influence of working condition on employees’ productivity in Water Authorities.

# 

# 1.6 Scope of the Study

The study narrowed its scope by assessing the influence of working condition on employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority which will include the Finance and Accounts Unit Directorate, Planning, Monitoring and Evaluation Unit, Procurement Management Unit, Communication and Public Relations Unit, Internal Audit Unit, Legal Service. Unit ICT and Statistics Unit, Water Supply and Sanitation Management Directorate, Water Production and Distribution Section, Environmental and Sanitation Management Section, Infrastructure Development Section, Customer Services Directorate, Customer Care Section, Billing and Credit Control Section, Human Resources Management and Administration Directorate, Human Resource Management Section and Administration Section.

# 1.7 Organization of the Study

This report consisted five chapters. The first chapter contains a combination of Introduction, background of the study, statement of the problems, research objectives, hypothesis, relevance of the study scope of the study and organization of the study. Chapter two investigates the theoretical literature review together with empirical review and provides both a conceptual structure along with a description of the research gap. The research methodology section in Chapter three presents details about research design followed by study area and population of the study along with sample size through sampling techniques and data collection processes and data analysis methods. The section ends with ethical considerations and reliability and validity of the study. Chapter four contains data analysis while Chapter five demonstrates finding discussion together with recommendation and conclusion.

# CHAPTER TWO

# LITERATURE REVIEW

# 2.1 Overview

This research investigation uses concepts that appear throughout the background section and the problem definition. The chapter provides essential definitions of key study elements alongside relevant theoretical research alongside conceptual framework development.

# 2.2 Definitions of Concepts and Terms

# 2.2.1 Working Conditions

The working environment which entails psychological and physical workplace conditions emerges through employee interactions with their organizational environment according to Gerber et al. (1998). This paper adopts the definition of working conditions as “Working conditions refers to the working environment and aspects of an employee’s terms and conditions of Employment.” According to the business dictionary working conditions consist of the working environment and all existing challenges affecting labor workers in their workspace including job hours and physical conditions. Aspects, legal rights and responsibility organizational culture work load and training.”

# 2.2.2 Employees’ productivity

Yunus and Ernawati (2017) defined Employee productivity as the capability to produce goods and services in order to achieve the goals of the organization. Similarly, Iqbal, Ahmed, and Allen (2019) defined employee productivity in terms of impersonal trust therefore lack of trust between employees and employers can lower the productivity of employees, hindering the organization’s performance. The productivity of employees reflects the efficiency level indicating the time taken to perform a particular task (Iqbal, Ahmed, and Allen, 2019). When the employees tend to be productive, they perform a particular task more efficiently and effectively within a given time frame, on the contrary take a longer time to perform a particular task costing money if they are unproductive at work (Iqbal, Ahmed, and Allen, 2019).

# Theoretical Literature Review

# 2.3.1 Frederick Herzberg’s Theory

The two-factor explanation presented by Frederick Herzberg emerged in 1959 to identify elements which motivate people to work (Hall and Williams 1986). Through his research Herzberg determined that employees experienced both satisfaction and dissatisfaction based on separate elements of motivational factors (satisfiers) and hygiene factors (dissatisfiers). Working attitudes together with performance levels of employees depend on two distinct sets of motivators known as Motivating Factors and Hygiene Factors. A total of 200 engineers and accountants in the USA evaluated their jobs through personal assessments (Robbins, 2009). Hygiene factors represent external workplace elements which stop employee dissatisfaction but motivation factors compose of work-related aspects which drive positive job satisfaction outcomes. Herzberg explained that job happiness among employees remains elusive despite proper provision of hygiene factors. Employee motivation elements require attention to enhance their workplace productivity. Satisfying extrinsic needs only prevents dissatisfied workers according to this perspective yet fails to create increased work effort from them. Personnel require satisfaction of both intrinsic and motivation elements to achieve inspiration.

This theory demonstrates that organizations should address their employees' extrinsic or hygienic needs so they will not move into active dissatisfaction rather than pressuring workers to boost their performance output. Organizations need to establish intrinsic and motivation components that stimulate worker motivation (Robbins, 2009). This motivational theory states that external organizational influences create less impact on staff motivation levels. The elements existed exclusively to prevent work-related dissatisfaction among employees.

According to Robbins (2009) extrinsic factors function as employment context elements by representing outside workplace appreciations that staff members obtain (Robbins, 2009). The identified qualities serve employers to implement a welcoming business environment promoting employee comfort. The elimination of negative working environment conditions will prevent employee dissatisfaction yet keep them in a state of moderate motivation. The neglect of employee requirements in extrinsic aspects leads to job dissatisfaction among staff members. The true elements which influence employee job satisfaction are known as intrinsic factors. The administrative term for this principle stands as "job content factors" while its mission consists of delivering meaningful tasks to workers who can achieve internal satisfaction by completing their objectives and tasks and accumulating professional growth (Robbins, 2009).

Human needs that constitute fundamental psychological development form intrinsic variables which work better than extrinsic variables to create enduring positive effects on employee occupational performance. Working environments that include intrinsic factors stimulate workforce members to create superior work performance. When workers have their motivational needs satisfied then their efficiency together with productivity increases.

According to this theory intrinsic variables connect with extrinsic factors. Workers gain neither happiness nor satisfaction from work-based factors although these elements can eliminate job-related dissatisfaction. The proper distribution of intrinsic factors enables workers to achieve personal development leading to better performance however insufficient intrinsic factors fail to create any job satisfaction or dissatisfaction. Organization willingness depends only on external incentives while internal motivators establish the quality of work achievement.

There exists no fundamental conflict between intrinsic and extrinsic work motivators while unsatisfactory feelings do not necessarily prove opposite to dissatisfaction. According to Robbins (2009) dissatisfaction lacks an opposite direction which is neither satisfaction nor lack thereof. A research conducted by Wan Fauziah and Tan (2013) analyzed 124 workers in Malaysian electronic industries where they discovered varied extents of intrinsic and extrinsic incentive elements. Business organizations need to modify their operational systems to fulfill both intrinsic and extrinsic motivational requirements among their workforce members.

# 2.3.2 Resource Based View Theory

The Resource-Based View (RBV) Theory, developed in the early 1990s by scholars such as Barney (1991), posits that an organization’s resources are key determinants of its competitive advantage and performance (Barney, 1991; Candi, Melia, & Colurcio, 2021). According to the RBV, resources are assets, capabilities, organizational processes, information, and knowledge controlled by a firm that enable it to conceive and implement strategies to improve efficiency and effectiveness (Barney, 1991; Hughes, Hughes, & Morgan, 2022). Resources are typically classified into two categories: tangible (e.g., physical assets, financial resources) and intangible (e.g., brand reputation, company culture, human skills, and expertise) (Gupta, Pansari, & Kumar, 2021). The theory emphasizes that to create a sustainable competitive advantage, resources must be valuable, rare, inimitable, and non-substitutable (often abbreviated as VRIN criteria) (Alvarez & Busenitz, 2020). When an organization possesses VRIN resources, it is better positioned to maintain superior performance over competitors who lack such resources (Jones & Hill, 2023).

The RBV Theory is relevant to this study on employee productivity and working conditions because it underscores the importance of organizational assets, particularly human resources, as vital contributors to an organization's success (Shen, Wang, & He, 2022). In the context of the Mbeya Urban Water Supply and Sanitation Authority, employees can be viewed as a crucial resource, as they directly impact service quality, efficiency, and customer satisfaction (Lau & Yip, 2021). The RBV suggests that employees’ skills, knowledge, and well-being contribute significantly to organizational effectiveness, making it essential to invest in conducive working conditions (Kim & Lim, 2022). By enhancing employees' physical, social, and financial work environment, the organization not only promotes employee satisfaction but also improves productivity, which is a strategic asset that can lead to competitive advantage (Su & Lee, 2023).

This theory’s applicability in this study lies in its focus on how well-maintained and supportive working conditions can transform employees into a valuable organizational resource (Kang & Snape, 2021). The RBV framework advocates for aligning internal resources, such as skilled and motivated employees, with strategic organizational goals (Wang, Tsai, & Li, 2023).

For instance, by ensuring adequate physical facilities, fostering a collaborative social atmosphere, and providing fair financial compensation, the Mbeya Urban Water Supply and Sanitation Authority can create a productive work environment that drives higher employee performance (Kim & Lim, 2022).

Ultimately, by leveraging its workforce as a unique resource, the organization can potentially realize a sustainable competitive edge through enhanced productivity and employee retention (Su & Lee, 2023). The RBV thus reinforces the study’s objective of examining the influence of different working conditions on employee productivity, highlighting the strategic significance of human resources within the organization.

# Empirical Literature Review

# 2.4.1 Influence of Physical Working Condition on Employees' Productivity at Mbeya Urban Water Supply and Sanitation Authority

The study by Raziq and Maulabakhsh (2015) examines the impact of physical working conditions on employee productivity across various sectors. The authors collected data through a questionnaire distributed to employees in multiple organizations, using a simple random sampling technique to select participants. Data analysis was carried out using statistical tools like SPSS for descriptive statistics and regression analysis. The results revealed a strong positive relationship between physical working conditions (e.g., workplace cleanliness, lighting, ventilation) and employee productivity. Employees in organizations with improved physical conditions were found to report higher levels of satisfaction and efficiency. This study implies that improving the physical work environment can lead to enhanced employee performance, which is crucial for organizational growth. The study concluded that organizations should invest in upgrading their physical work environments to foster better performance. This finding is particularly relevant to the current study, as Mbeya WSSA's physical conditions will be analyzed to determine how they affect productivity.

In a study by Shikdar and Shawaqed (2003), the relationship between physical working conditions and productivity was explored in the context of the manufacturing sector. The researchers employed a case study approach and conducted in-depth interviews with 150 employees. Data was analyzed using thematic content analysis. The findings indicated that poor physical working conditions, including inadequate lighting, noise pollution, and uncomfortable seating, negatively affected employees’ productivity by increasing stress levels. Conversely, improving these conditions led to a noticeable increase in worker efficiency and job satisfaction. This study emphasized that physical work conditions play a pivotal role in shaping productivity, which aligns with the current investigation of physical conditions at Mbeya WSSA.

Aiken, Clarke, and Sloane (2022) focused on the healthcare sector to explore how physical work conditions impact employee productivity. They used a mixed-method approach, combining surveys and focus group discussions to gather qualitative and quantitative data from 500 healthcare employees. Statistical analysis was performed using ANOVA and regression techniques. Their research found that poor physical working conditions, such as overcrowded workspaces and inadequate tools, significantly lowered employee productivity. The study concluded that improving the physical environment could have substantial benefits for employee performance and overall organizational outcomes. This study provides valuable insights for the current research at Mbeya WSSA, particularly in assessing the influence of physical work conditions on productivity in public service organizations.

Lane et al. (2010) conducted a study on the effect of physical work environments on productivity in call centers. They used a longitudinal survey design to collect data over six months. Their findings revealed that employees who worked in environments with optimal lighting, comfortable seating, and adequate air circulation exhibited better performance and lower absenteeism rates. The study highlights the importance of physical environments in improving employee productivity, which directly supports the objective of examining the physical conditions at Mbeya WSSA and their impact on performance.

Moyo and Lema (2022) in Tanzania examined how physical working conditions in state-owned enterprises affected employee performance. The authors used a case study methodology, gathering data from interviews and company reports. They found that poorly maintained physical facilities, such as outdated equipment and poor lighting, contributed to reduced employee productivity. The study concluded that enhancing physical working conditions could improve employee morale and performance. This is particularly relevant for Mbeya WSSA, where similar physical challenges might exist.

# 2.4.2 Influence of Social Working Condition on Employees' Productivity at Mbeya Urban Water Supply and Sanitation Authority

A study by Khaled and Durrah (2022) explored the social dimensions of working conditions in the education sector. They used a survey method to collect data from 300 employees in universities, employing a stratified sampling technique. The data was analyzed using structural equation modeling (SEM). The results showed that positive social working conditions, such as supportive colleagues and open communication with supervisors, significantly enhanced employee productivity. The study concluded that fostering a positive social work environment contributes to employee engagement and job satisfaction. This finding directly informs the current study, which will examine how social factors at Mbeya WSSA impact productivity, particularly in terms of communication and staff interaction.

Swai and Tiengâ (2022) focused on the social aspects of working conditions in Tanzania’s public sector. They conducted interviews with 100 employees from various government agencies, analyzing the data using content analysis. Their study found that poor social relations, including a lack of teamwork and conflict with supervisors, led to lower productivity.

The study concluded that improving social relations in the workplace could boost employee engagement and productivity. This study is relevant to the current research on Mbeya WSSA, where social working conditions will be assessed for their impact on employee performance.

A study by Mussa (2022) examined the social conditions in the Tanzanian healthcare sector and their impact on employee productivity. The researchers used a questionnaire to gather data from 200 healthcare workers. Data was analyzed using descriptive statistics and correlation analysis. The study revealed that positive social interactions, such as regular team meetings and recognition of achievements, were correlated with higher employee productivity. The findings highlight the importance of social working conditions in fostering a productive work environment, relevant to the current study at Mbeya WSSA.

Iqbal, Ahmed, and Allen (2019) investigated the impact of social work conditions on employee productivity in the IT sector. They used a survey design with 400 participants and analyzed the data using multiple regression techniques. The study found that a supportive work culture and effective communication between management and employees led to increased productivity. The findings reinforce the importance of social working conditions, aligning with the goal of evaluating these conditions at Mbeya WSSA.

Elaho and Odion (2022) in Nigeria examined the link between social working conditions and employee productivity in the banking sector. They conducted a mixed-method study, combining surveys with in-depth interviews. The study found that the social environment, including the quality of supervisor-employee relationships and peer support, was positively related to employee performance. The findings emphasize the role of a positive social environment in boosting productivity, offering insights applicable to the social conditions at Mbeya WSSA.

**2.4.3 Influence of Financial Working Condition on Employees' Productivity at Mbeya Urban Water Supply and Sanitation Authority**

A study by Mkwizu and Nkwama (2022) focused on the role of financial working conditions in influencing employee productivity in Tanzania. The researchers used a quantitative approach, distributing surveys to 250 employees from various sectors, including public services. They analyzed the data using SPSS to perform regression analysis. The study found that financial working conditions, such as competitive wages and timely payment, were directly linked to higher employee productivity. Employees who felt their financial needs were met reported greater job satisfaction and better performance. This study aligns with the current research, which aims to investigate how financial conditions at Mbeya WSSA impact employee productivity.

In a study by Lane et al. (2010), the financial aspect of working conditions was explored in relation to employee performance in multinational corporations. Using data collected through surveys and interviews from 500 employees, the study applied both descriptive statistics and regression analysis. The findings indicated that financial incentives, including salary increases and bonuses, significantly improved employee performance. The study concluded that financial rewards were a key driver of employee motivation, a conclusion highly relevant to the current study’s examination of financial working conditions at Mbeya WSSA.

A study by Swai and Tiengâ (2022) examined the effect of financial working conditions on employee productivity in the public sector in Tanzania. The research used a descriptive survey method, collecting data from 200 employees in government agencies. Data analysis was performed using correlation and regression analysis. The study found a strong positive relationship between fair wages and employee productivity. It concluded that financial compensation plays a critical role in enhancing performance, which supports the objectives of this study on Mbeya WSSA’s financial working conditions.

The study by Iqbal, Ahmed, and Allen (2019) focused on the relationship between financial conditions and employee productivity in the private sector. Using a sample of 400 employees, they employed structural equation modeling to analyze the data. Their findings highlighted the importance of financial stability, including benefits and salary increments, in improving employee performance.

In a study by Kim and Lim (2022), financial working conditions were examined within the context of the South Korean manufacturing sector. The researchers used a longitudinal study design, tracking 300 employees over three years. The study found that financial incentives such as salary raises and performance-based bonuses positively impacted employee productivity. The study's conclusions are relevant to the current study, as it focuses on financial working conditions, providing insights into how financial factors may affect productivity at Mbeya WSSA.

# 

# 2.5 Research Gap

As highlighted by Kumar (2011), research gaps are identified through a thorough review of existing literature, theories, and relevant journals. While numerous studies have examined the influence of working conditions on employees' productivity across various organizations, significant gaps still remain in the literature.

Although many contributors have discussed the impact of physical, social, and financial working conditions on employee performance, there is still a lack of empirical research that connects these factors comprehensively within the context of specific organizations, especially in developing countries.

Despite the extensive work done in this field, Herzberg’s Two-Factor Theory reveals a critical theoretical gap concerning the specific interplay between physical, social, and financial working conditions and employee productivity. This theory suggests that the relationship between these elements and productivity is complex and not clearly established in many organizations.

Existing studies typically explore one aspect of working conditions at a time but fail to fully address the integration of physical, social, and financial conditions in relation to productivity outcomes.

Moreover, there is a notable absence of studies specifically focusing on the public sector in Tanzania, particularly at organizations like the Mbeya Urban Water Supply and Sanitation Authority (Mbeya WSSA).

While research has been conducted on working conditions in other sectors in Tanzania, no studies have been found that investigate how these conditions affect employees' productivity at Mbeya WSSA. This gap in the literature creates a unique opportunity for the current study to contribute new insights by exploring how physical, social, and financial working conditions collectively influence productivity in this particular organization.

Therefore, this study aims to bridge this gap by providing a focused investigation into how these working conditions impact employee productivity at Mbeya WSSA, which has not been thoroughly addressed in previous studies.

**2.6 Conceptual Framework**

The conceptual framework provides a narrative or pictorial explanation of the primary research questions (Miles and Herberman, 1994). A conceptual framework was a set of ideas, presumptions, expectations, theories, and beliefs that inform and reinforce the idea that research is an essential component of design (Fisher, 2010).

**Independent Variables Dependent Variable**

**Physical Working Conditions**

* Workplace cleanliness and maintenance
* Office and workspace ergonomics
* Safety and health standards
* Environmental factors

# 

# 

# 

**Social Working Conditions:**

* Communication and feedback mechanisms
* Teamwork and collaboration
* Leadership and management support
* Social relationships at work

# 

**Financial Working Conditions**

* Salary and wages
* Bonuses and incentives
* Benefits
* Job security and promotions

# Figure 2.1: Conceptual Framework

**Sources:** Researcher (2024)

The independent variable was working conditions which included physical working condition, social working condition and financial working condition at Mbeya Urban Water Supply and Sanitation Authority while the dependent variable was Employees’ Productivity for employees at Mbeya Urban Water Supply and Sanitation Authority. See Figure 2.1.

# 2.6.1 Research Hypotheses

The following are series of assumptions formulated to identify the influence of working condition on employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority.

H1: There is positive relationship between Physical working conditions and employees’ productivity

H2: There is positive relationship between social working conditions and employees’ productivity

H3: There is positive relationship between financial working conditions and employees’ productivity

# 

# 2.7 Theoretical Framework

The theoretical framework based on the existing theory in a field of enquiry that related and reflected the variables of a study (Grant and Osanloo, 2014). The theoretical framework for this study was built along the Herzberg two factor theories.

It suggests that, working condition has great influence on Employees’ productivity. In this respect, the Herzberg two factor theories guided the study in assessing the influence of working condition on employee’s productivity at Mbeya Urban Water Supply and Sanitation Authority.

# CHAPTER THREE

# RESEARCH METHODOLOGY

# 3.1 Overview

This chapter presents the methodologies that were used in the collection, interpretation, analysis and presentation of data. It covers the following aspects; research strategies containing philosophy, research approach, design, study population and area of the research, sampling procedures which entails the techniques that were used in selection of participants, data collection methods, data processing and analysis, validity and reliability testing and ethical considerations which provide assurance of being guided by research ethics in the study.

# 3.2 Research Paradigm

A research paradigm is a way of examining social phenomena from which particular understands of these phenomena can be gained and explanations attempted (Saunders, 2019). The study employed quantitative paradigm, which uses surveys, questionnaires, and experiments to collect data that is then reviewed and tallied in numerical form so that statistical analysis may be used to characterize the data (Hittleman and Simon, 1997). Using such a paradigm aims to comprehend the phenomena from the respondents' perspective and within its specific organizational and social context.

# 3.3 Research Design

Research design was a conceptual framework within which research was conducted and it serves as the blueprint for data collection, measurement, and analysis. Research design is a precise plan used to guide a research project toward its objectives. Kumar (2011). In order to manage the researcher's resources, the study uses a case study design, which essentially provides a thorough explanation of the phenomenon and condenses a very large area of research into a smaller one (Kothari, 2004).

# 3.4 Area of the Study

The study area referred to a location at which data are collected and gathered in a research, a report and or a map preparation (Kumar, 2011). The study was conducted at Mbeya Urban Water Supply and Sanitation Authority. Figure 3.1 shows the organogram of Mbeya Urban Water Supply and Sanitation Authority. There were various criteria for choosing Mbeya Urban Water Supply and Sanitation Authority as case study. The area was proposed because the organization portrays a significant problem of working condition on employees’ productivity.

# 3.5 Population of the study

A population was any collection of people, things, or events that share observable traits (Mugenda & Mugenda, 2003). The population in question is defined, by Fraenkel and Wallen (2009) as all the members of a specific group that the researcher is interested in. The population was made up of people who are distinctive in some way. Therefore, 204 Mbeya Urban Water Supply and Sanitation Authority employees make up the study population. The selection of Mbeya Urban Water Supply and Sanitation Authority staff was motivated by the fact that, in comparison to other water authorities, these employees have less organized working conditions and confront several problems.

According to Bryman (2008), a population was the set of units from which a sample is to be drawn. As a result, the target population will be defined by the researcher as all persons, groups of individuals, and other participants that the researcher hopes to include in the study.

The Finance and Accounts Unit Directorate, Planning, Monitoring and Evaluation Unit, Procurement Management Unit, Communication and Public Relations Unit, Internal Audit Unit, Legal Service Unit ICT and Statistics Unit, Water Supply and Sanitation Management Directorate, Water Production and Distribution. Section, Environmental and Sanitation Management Section, Infrastructure Development Section, Customer Services Directorate, Customer Care Section, Billing and Credit Control Section, Human Resources Management and Administration Directorate, Human Resource Management Section and Administration Section.

# 3.6 Types of Data Collection

Data were facts and other pertinent resources from the past and now that serve as the foundation for research and analysis, according to Krishnawami, Ranganathan, and Harikumar (2016). Primary data was the sort of data that will be used in this investigation.

# 3.6.1 Primary Data

Primary data referred to an original and unique data, which are collected directly by the researcher from the source (Mesly, 2015). In this study, the primary data collected through self-administered questionnaires where the researcher distributed the questionnaires to the administrative staff that were purposely selected at the Mbeya Urban Water Supply and Sanitation Authority.

# 3.7 Methods of Data Collections

Ahuja (2015) stated that data collection methods were thought of as strategies for methodically obtaining information on the variables of interest, allowing for the evaluation of the impact and the formulation of pertinent questions. The research will employ the subsequent techniques:

# 3.7.1 Questionnaire Method

According to Saunders et al., (2003), a questionnaire was a method of gathering data in which participants are asked to answer the same set of questions in a preset order. The goal of this approach is to gather a wide perspective from the respondents regarding the influence of working conditions on job satisfaction for Mbeya Urban Water Supply and Sanitation Authority administrative staff members. The major data gathering approach for the study will be the questionnaire method, with Likert scale questions used to gather primary data. The questions questioned the effects of working conditions on Mbeya Urban Water Supply and Sanitation Authority employees' productivity by requesting information.

The questionnaires were created with the study objectives in mind. The questions taken the form of statements, and respondents were asked to mark the option that best represents their personal opinion for each statement. This approach was practical for gathering data quickly, fosters participation, is reasonably priced, produces pertinent, quantitative data that are simple to summarize, and offers anonymity, which may promote honesty.

Questionnaires were distributed to departments and sections to bring in-depth information about the empirical facts, some information from individuals with background and who explored information on working condition for employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority.

**3.8 Sampling Design and Procedures**

According to Fisher (2010), sampling was a branch of research that focuses on how the researcher chooses the participants for the study and addresses the challenging issue of sampling. The sampling component of this study will address sample size and sampling methodologies.

# 3.8.1 Sample Size

A sample, as defined by Emmel (2013), was a subset of the population chosen for further study. A formula that simplifies sample size calculations is given by Yamane (1967).

Where;

n = Sample size

N = population size

e = margin error

Basing on Yamane (1967) method for sample size calculation, a sample size of this study consist of 153 respondents from the population of 253 employees’ at Mbeya Urban Water Supply And Sanitation Authority derived from categorized departments and sections found in the study area. Below is the mathematical computation of this study sample size using Taro Yamane method.

Therefore, the sample size for this study is 153.

**3.8.2 Sampling Techniques**

The process a researcher used to choose things for a sample is referred to as the sampling technique (Kothari 2004). It was also known as representative subsection selection techniques. Both probability and non-probability sampling will be used in the sampling procedures (Taherdoost, 2016). Purposive sampling, a non-probability sampling approach, was used in this investigation.

# 3.8.3 Purpose Sampling Technique

This was non probability form of sampling in which the researcher does not seek to sample research participants on a random basis. The goal of purposive sampling was to sample participants in a strategic way; those sampled were relevant to the research questions that are being posed (Bryman, 2008). This technique was used to select employees’ from Mbeya Urban Water Supply and Sanitation Authority.

This study is to include the following groups of staff; the Finance and Accounts Unit Directorate, Planning, Monitoring and Evaluation Unit, Procurement Management Unit, Communication and Public Relations Unit.

Internal Audit Unit, Legal Service Unit ICT and Statistics Unit, Water Supply and Sanitation Management Directorate, Water Production and Distribution Section, Environmental and Sanitation Management Section, Infrastructure Development Section, Customer Services Directorate, Customer Care Section, Billing and Credit Control Section, Human Resources Management and Administration Directorate, Human Resources Management Section and Administration Section. Therefore, a total of 135 will be used. The technique is ideal to ensure that, there is a good deal of variety in resulting sample.

# 3.9 Data Processing and Analysis

Data analysis involved the process of systematically applying statistical and logical techniques to describe and evaluate data. For this study, the collected data was analyzed using quantitative data analysis.

# 3.9.1 Descriptive Statistics

Descriptive statistics are essential for organizing, summarizing, and interpreting the collected data. In this study, descriptive analysis will be carried out using frequency distribution tables and percentages to offer a clear overview of the data. This process allows researchers to easily comprehend the distribution and proportion of responses for each variable, such as those related to the physical, social, and financial working conditions at the Mbeya Urban Water Supply and Sanitation Authority. Frequency tables illustrate how often specific responses occur, while percentages provide a straightforward representation of relative frequencies. This helps identify patterns, trends, and overall characteristics of the surveyed participants, forming a foundation for deeper analysis.

**3.9.2 Inferential Statistics**

Inferential statistics extend beyond data description to draw conclusions about a larger population from the sample data. In this study, correlation analysis will be conducted using SPSS software to investigate the relationship between working conditions (physical, social, and financial) and employee productivity. The correlation coefficient (r-value), which ranges from -1 to +1, will measure the strength and direction of the relationship between these variables. A positive r-value signifies that as one variable increases, so does the other, while a negative r-value indicates an inverse relationship. This analysis will clarify whether significant relationships exist between working conditions and employee productivity, thus supporting or refuting the study’s hypotheses and providing valuable insights into which working conditions impact employee performance the most.

# 3.10 Validity and Reliability

3.10.1 Validity

Validity refers to the extent to which a research instrument accurately measures what it is intended to measure, ensuring the reliability and soundness of the conclusions drawn. In this study, validity was ensured by using a well-structured questionnaire designed in alignment with the research objectives and variables. Content validity was established by consulting experts in the field to ensure that the questionnaire items adequately covered all aspects of working conditions and employee productivity. Pilot testing of the questionnaire was also conducted with a small sample of respondents similar to the study population to identify and rectify any ambiguous or unclear questions. This step was crucial to ensure that the questions accurately captured the necessary data, leading to trustworthy and relevant findings.

3.10.2 Reliability

Reliability pertains to the consistency and dependability of a research instrument when applied repeatedly under similar conditions. A reliable instrument produces consistent results over time, which is crucial for drawing accurate inferences. In this study, reliability was measured using Cronbach's Alpha, a common statistical test for internal consistency. A value of Cronbach's Alpha above 0.7 was considered acceptable, indicating that the questionnaire items were consistently measuring the same underlying concepts. To achieve this, the questionnaire was pre-tested, and adjustments were made based on feedback to enhance clarity and consistency. Ensuring reliability involved careful construction of the questionnaire and thorough testing to confirm that the data collection tool would yield reproducible and dependable results across different administration. To ensure the reliability of the questionnaire, we will conduct reliability testing using Cronbach's Alpha. Cronbach's Alpha is commonly used to measure internal consistency, which ensures that the questions within each section of the questionnaire (e.g., physical working conditions, social working conditions, financial working conditions, and employee productivity) are consistently assessing the same underlying constructs.

# Table 3.1 Presents the Cronbach's Alpha values for each section of the questionnaire, along with a rating scale:

|  |  |  |
| --- | --- | --- |
| **Section** | **Cronbach’s Alpha (α)** | **Interpretation** |
| Physical Working Conditions (PWE) | α = 0.85 | Excellent reliability (α > 0.7) |
| Social Working Conditions (SWE) | α = 0.88 | Excellent reliability (α > 0.7) |
| Financial Working Conditions (FWE) | α = 0.80 | Good reliability (α > 0.7) |
| Employee Productivity (EP) | α = 0.82 | Good reliability (α > 0.7) |

**Interpretation of Cronbach’s Alpha:**

* **0.7 ≤ α ≤ 0.8**: Acceptable (but can be improved).
* **0.8 ≤ α ≤ 0.9**: Good.
* **α > 0.9**: Excellent.

# 3.11. Ethical Consideration

Ethical considerations are essential to safeguard the rights and well-being of participants in research. This study adhered to strict ethical guidelines, ensuring voluntary participation, confidentiality, and informed consent. Participants were fully briefed on the study's purpose and procedures, emphasizing that they could withdraw at any stage without repercussions. Data privacy was maintained by anonymizing participant information and securing collected data, only accessible to the research team. Additionally, the research followed ethical clearance protocols, securing necessary approvals from relevant authorities before conducting data collection. This commitment to ethics ensured respect for participants and integrity throughout the research process

# CHAPTER FOUR

# FINDINGS AND DISCUSSION

# 4.1 Overview

This chapter presents the findings of the study and analyzes the data collected to address the research objectives. The presentation is structured according to the specific objectives of the study, which are: to examine the influence of physical working conditions on employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority, to examine the influence of social working conditions on employees’ productivity at the same organization, and to analyze the influence of financial working conditions on employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority.

# 4.2 Response Rate

The response rate is a vital indicator of the data’s reliability and helps assess the representativeness of the sample. In this study, a total of 153 questionnaires were distributed to employees across various departments at Mbeya Urban Water Supply and Sanitation Authority. Out of these, all 153 questionnaires were completed and returned, resulting in a 100% response rate. This exceptionally high response rate indicates strong engagement from the respondents and enhances the credibility of the findings.

# Table 4.1: Response Rate of Distributed Questionnaires

|  |  |  |
| --- | --- | --- |
| **Total Questionnaires Distributed** | **Total Questionnaires Returned** | **Response Rate (%)** |
| 153 | 153 | 100 |

Source: Researcher (2024)

# 4.3 Demographic Characteristics of Respondents

The demographic characteristics of the respondents in this study include gender, age, educational qualifications, and work experience. Table 4.1 summarizes the demographic characteristics of respondents who participated in the study at Mbeya Urban Water Supply and Sanitation Authority. The results indicate that the majority of respondents were male, accounting for 62.1% of the total, while females constituted 36.9%. This distribution suggests a higher representation of male employees within the organization.

In terms of age distribution, the predominant age group was 31-40 years, representing 47.7% of respondents, followed by the 20-30 age group, which made up 43.1%. A smaller proportion of respondents fell within the 41-50 age bracket (5.9%), and only 2.3% were aged 51-60, indicating a workforce that is predominantly young to middle-aged.

Regarding educational qualifications, the data revealed that the highest proportion of respondents held diplomas (38.6%), followed by bachelor’s degrees (34.0%). Respondents with certificates comprised 20.3%, while those with master’s degrees and secondary education represented 5.2% and 2.0% respectively. This reflects a workforce with a diverse range of educational backgrounds, with a significant portion holding post-secondary qualifications.

The analysis of working experience shows that 51.6% of the respondents had between 0-3 years of experience, indicating a relatively new and potentially developing workforce. Those with 4-6 years of experience accounted for 26.8%, while 10.5% had 7-9 years of experience. Employees with over 10 years of experience made up 11.1%, highlighting that a smaller proportion of employees have extensive experience within the organization

# Table 4.2: Demographic characteristics of the respondents

|  |  |  |  |
| --- | --- | --- | --- |
| **Variable** | **Response** | **Frequency** | **Percent (%)** |
| **Gender** | Male | 95 | 62.1 |
|  | Female | 58 | 36.9 |
| **Age** | 20-30 | 66 | 43.1 |
|  | 31-40 | 73 | 47.7 |
|  | 41-50 | 9 | 5.9 |
|  | 51-60 | 5 | 2.3 |
| **Education Level** | Secondary | 3 | 2.0 |
|  | Certificate | 31 | 20.3 |
|  | Diploma | 59 | 38.6 |
|  | Bachelor degree | 52 | 34.0 |
|  | Master’s degree | 8 | 5.2 |
| **Work Experience** | 0-3 years | 79 | 51.6 |
|  | 4-6 years | 41 | 26.8 |
|  | 7-9 years | 16 | 10.5 |
|  | 10+ years | 17 | 11.1 |

**Source: Researcher (2024)**

**4.4. Result Findings**

# 4.4.1 To examine the influence of physical working condition on employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority

To achieve the first objective, the researcher designs questionnaire with Likert scale responses, where the respondents required to rate their level of agreement with the statements scales ranges as; Strong Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strong Disagree (SD). Hence the description of the results obtained from this objective are presented as indicated in the Table below

# 4.4.1.1 Physical Working Condition

The findings from the data on physical working conditions at MUWASA reveal varied perceptions among employees regarding their work environment. A significant proportion of respondents (39.9% agreed and 28.1% strongly agreed) expressed satisfaction with their office space, ventilation, and arrangement, demonstrating that many employees find these aspects adequate for their work. Similarly, the availability of necessary work equipment was positively noted, with 35.3% agreeing and 27.5% strongly agreeing, which underscores the organization's reasonable provision of essential resources.

However, mixed feedback emerged on furniture comfort, as only 30.1% agreed and 22.2% strongly agreed with the statement, while 24.8% remained neutral, and a notable portion (22.8%) disagreed or strongly disagreed. This indicates that ergonomic improvements could enhance satisfaction. The comfort of chairs showed similar sentiments, with 37.9% agreeing and 27.5% strongly agreeing, yet 17.6% remained neutral, and 17.0% expressed dissatisfaction.

Noise levels in the workplace appeared to be a concern, with only 32.0% agreeing that noise was minimal, and 22.2% staying neutral. Alarmingly, 30.1% (combining disagree and strongly disagree) indicated dissatisfaction, highlighting noise control as a potential area for improvement. Lastly, regarding air ventilation and lighting, a favorable response was noted with 42.5% agreeing and 23.5% strongly agreeing that it was adequate, though a smaller group (17.0% neutral and 17.0% disagreed) pointed to possible inconsistencies in these conditions while many employees were content with certain physical work aspects, there remain significant opportunities for enhancements in furniture comfort and noise management to further improve workplace satisfaction and productivity.

# Table 4.3: Responses for Physical Working Conditions

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Statement** | **Strongly Disagree (SD)** | **Disagree (D)** | **Neutral (N)** | **Agree (A)** | **Strongly Agree (SA)** |
| I am happy with my office space, ventilation, and arrangement. | 11 (7.2%) | 15 (9.8%) | 23 (15.0%) | 61 (39.9%) | 43 (28.1%) |
| MUWASA provides all the required work equipment to assist you to work efficiently. | 8 (5.2%) | 18 (11.8%) | 31 (20.3%) | 54 (35.3%) | 42 (27.5%) |
| I don’t mind about the kind of furniture I have to perform. | 12 (7.8%) | 23 (15.0%) | 38 (24.8%) | 46 (30.1%) | 34 (22.2%) |
| My chair is comfortable enough to enable me to perform my tasks. | 9 (5.9%) | 17 (11.1%) | 27 (17.6%) | 58 (37.9%) | 42 (27.5%) |
| The noise levels in the workplace are at a bare minimum. | 15 (9.8%) | 31 (20.3%) | 34 (22.2%) | 49 (32.0%) | 24 (15.7%) |
| MUWASA has good air ventilation and lighting to enable me to perform my duties comfortably. | 6 (3.9%) | 20 (13.1%) | 26 (17.0%) | 65 (42.5%) | 36 (23.5%) |

**Source: Researcher (2024)**

# 4.4.2 To Examine influence of social working condition on employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority

To achieve the second objective, the researcher designs questionnaire with Likert scale responses, where the respondents required to rate their level of agreement with the statements scales ranges as; Strong Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strong Disagree (SD).

Hence the description of the results obtained from this objective are presented as indicated in the Table below

# 4.4.2.1 Social Working Conditions

The analysis of responses related to social working conditions at MUWASA, presented in Table 4.3, reflects a generally positive perception of workplace interactions and supervisor support, with a few areas indicating room for improvement. A significant proportion of employees expressed satisfaction with how their work groups solve problems, as 47.1% agreed and 30.1% strongly agreed, suggesting strong teamwork. Similarly, 52.3% agreed and 31.4% strongly agreed that they maintain friendly relations with their immediate colleagues, indicating a supportive and cooperative work environment. Open communication within work groups was affirmed by 43.8% agreeing and 28.8% strongly agreeing, although 19.0% of respondents were neutral, pointing to potential inconsistencies in communication practices. The responsiveness of coworkers was also well-rated, with 46.4% agreeing and 25.5% strongly agreeing that coworkers listen when discussing work-related problems, highlighting a dependable peer network. Additionally, 49.7% agreed and 26.1% strongly agreed that coworkers assist with difficult tasks, reinforcing the collaborative nature of the work culture. The data regarding supervisor interaction was similarly positive. A substantial 45.1% agreed and 29.4% strongly agreed that they could speak openly with their supervisors, though 13.1% were neutral. The provision of clear instructions by supervisors received a robust response, with 48.4% agreeing and 26.8% strongly agreeing. Moreover, 43.1% agreed and 30.1% strongly agreed that supervisors were available and willing to give advice.

Supervisor-led initiatives, such as helping employee’s complete tasks, were rated positively by 41.2% agreeing and 31.4% strongly agreeing. However, the frequency of regular meetings and strategic work planning showed some variability. While 36.6% agreed and 24.2% strongly agreed on the regularity of meetings, 21.6% remained neutral, indicating irregularity in this practice. Similarly, 39.2% agreed and 27.5% strongly agreed that supervisors established work plans, yet 19.6% were neutral, while MUWASA employees generally perceive their social working conditions and supervisory support as favorable, enhancing consistency in structured communication, such as regular meetings and detailed work plans, could further bolster productivity and workplace satisfaction.

# Table 4.4: Responses for Social Working Conditions

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Statement** | **SD (%)** | **D (%)** | **N (%)** | **A (%)** | **SA (%)** |
| I am satisfied with how members of my work group solve problems. | 4 (2.6) | 8 (5.2) | 23 (15.0) | 72 (47.1) | 46 (30.1) |
| I am friendly to people in my immediate group at the workplace. | 2 (1.3) | 5 (3.3) | 18 (11.8) | 80 (52.3) | 48 (31.4) |
| I feel free to talk openly and honestly with members of my work group. | 3 (2.0) | 10 (6.5) | 29 (19.0) | 67 (43.8) | 44 (28.8) |
| My coworkers listen to me when I need to talk about work-related problems. | 6 (3.9) | 12 (7.8) | 25 (16.3) | 71 (46.4) | 39 (25.5) |
| My coworkers help me with difficult tasks. | 4 (2.6) | 11 (7.2) | 22 (14.4) | 76 (49.7) | 40 (26.1) |
| I feel free to talk openly and honestly to my supervisor. | 5 (3.3) | 14 (9.2) | 20 (13.1) | 69 (45.1) | 45 (29.4) |
| My supervisor gives me clear instructions on how and what to do. | 3 (2.0) | 9 (5.9) | 26 (17.0) | 74 (48.4) | 41 (26.8) |
| My supervisor is always available and willing to give advice. | 4 (2.6) | 13 (8.5) | 24 (15.7) | 66 (43.1) | 46 (30.1) |
| My supervisor helps me in getting the job done. | 5 (3.3) | 16 (10.5) | 21 (13.7) | 63 (41.2) | 48 (31.4) |
| My supervisor holds regular meetings with my work groups. | 7 (4.6) | 20 (13.1) | 33 (21.6) | 56 (36.6) | 37 (24.2) |
| My supervisor establishes work plans and work objectives with me. | 6 (3.9) | 15 (9.8) | 30 (19.6) | 60 (39.2) | 42 (27.5) |
| My supervisor is willing to devote time to help me perform my job. | 4 (2.6) | 12 (7.8) | 28 (18.3) | 68 (44.4) | 41 (26.8) |

**Source: Researcher (2024)**

# 4.4.3 To Examine the influence of financial working condition on employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority.

To achieve the third objective, the researcher designs questionnaire with Likert scale responses, where the respondents required to rate their level of agreement with the statements scales ranges as; Strong Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strong Disagree (SD). Hence the description of the results obtained from this objective are presented as indicated in the Table below

# 4.4.3.1 Financial working condition

The analysis of Table 4.4 highlights employees’ perceptions of financial working conditions at MUWASA. A notable 44.4% of respondents agreed, and 23.5% strongly agreed, that their salary is paid on time, which contributes to a sense of financial stability and comfort. However, satisfaction with the current salary shows more varied opinions: while 39.9% agreed and 19.6% strongly agreed 20.3% remained neutral, and a combined 20.2% (disagree and strongly disagree) indicated dissatisfaction, suggesting a need for salary reassessment to meet expectations.

The competitiveness of salaries compared to similar jobs elsewhere was a point of concern; only 35.3% agreed and 20.9% strongly agreed, while 22.9% were neutral, and a significant 20.9% expressed dissatisfaction (disagree and strongly disagree combined). This suggests that MUWASA’s compensation might not align with market standards. Furthermore, a substantial 37.3% agreed and 24.2% strongly agreed that their salary does not match the cost of living, underscoring the importance of adjusting pay to reflect economic conditions.

Employees expressed moderate agreement that they were fairly compensated for their work, with 42.5% agreeing and 22.2% strongly agreeing. Yet, about 17.0% were neutral, and 18.3% expressed dissatisfaction, indicating room for improvement.

A majority (47.7% agreed, 26.1% strongly agreed) supported the statement that increasing the salary package would enhance their happiness, highlighting the desire for better financial incentives. The need for regular salary adjustments to match cost-of-living changes was affirmed by 43.8% agreeing and 25.5% strongly agreeing.

Regarding overtime pay, responses were more mixed; while 35.3% agreed and 20.3% strongly agreed they were paid for extra hours, 24.8% remained neutral, showing potential inconsistencies. Similar trends were seen with the leave travel allowance, where 37.9% agreed and 21.6% strongly agreed they received it on time, yet 21.6% were neutral.

Satisfaction with overall benefits and allowances showed that 38.6% agreed and 19.6% strongly agreed, but 19.0% were neutral and 22.8% were dissatisfied, suggesting further enhancements in benefits could be beneficial, While MUWASA’s financial conditions have positive elements, there is room for improvement in salary competitiveness, adjustments to cost-of-living changes, and comprehensive benefits to boost employee morale and retention

# Table 4.5: Responses for Financial Working Conditions

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Statement** | **SD (%)** | **D (%)** | **N (%)** | **A (%)** | **SA (%)** |
| My salary is paid on time which makes me happy and comfortable | 3.3 | 10.5 | 18.3 | 44.4 | 23.5 |
| I am satisfied with my current salary | 5.2 | 15.0 | 20.3 | 39.9 | 19.6 |
| My salary is competitive with similar jobs I might find elsewhere | 6.5 | 14.4 | 22.9 | 35.3 | 20.9 |
| My salary does not match with cost of living in the country | 4.6 | 12.4 | 21.6 | 37.3 | 24.2 |
| I am paid fairly for the work I do | 4.6 | 13.7 | 17.0 | 42.5 | 22.2 |
| Increasing my salary package will make me happier | 2.6 | 9.2 | 14.4 | 47.7 | 26.1 |
| Salary offered should be adjusted more frequently to meet cost changes | 3.3 | 8.5 | 19.0 | 43.8 | 25.5 |
| I am paid overtime for work done beyond normal working hours | 5.9 | 13.7 | 24.8 | 35.3 | 20.3 |
| I am receiving Leave travel allowance on time | 4.6 | 14.4 | 21.6 | 37.9 | 21.6 |
| I am satisfied with present benefits and allowances beyond salary | 6.5 | 16.3 | 19.0 | 38.6 | 19.6 |

**Source: Researcher (2024)**

# 4.4.4 Employee Productivity

The analysis of employee productivity at Mbeya Urban Water Supply and Sanitation Authority (MUWASA) presents a range of responses that highlight various strengths and potential areas for development within the organization. The data, summarized in Table 4.5, reflects how employees perceive their ability to perform across several key productivity indicators.

A significant majority of respondents (49.7% agreeing and 24.2% strongly agreeing) felt confident in their ability to deliver timely output, indicating that most employees are efficient in meeting deadlines. Only a small percentage (3.3% strongly disagreed and 8.5% disagreed) indicated challenges in this area. This demonstrates a generally positive perception of time management and efficiency within the organization.

When assessing the ability to meet work demands, over half (53.6%) agreed and 24.8% strongly agreed, reinforcing that the workforce is capable of handling their assigned tasks effectively. Similarly, the ability to manage extra workload was positively noted by 48.4% agreeing and 20.3% strongly agreeing, though 18.3% remained neutral, and a combined 13.1% disagreed, signaling that while many can manage added pressure, there is a segment that may struggle under increased workloads.

Responses about innovation and creativity were more varied, with 40.5% agreeing and 22.2% strongly agreeing, but 22.2% were neutral, suggesting opportunities for fostering more innovative practices. A slightly higher degree of uncertainty was seen in risk-taking, where 16.3% were neutral, and 18.9% (combining strongly disagree and disagree) showed hesitancy, indicating potential cultural or structural barriers to risk-taking that could be addressed to encourage proactive work attitudes.

Independence in work was a strong point, with 48.4% agreeing and 22.2% strongly agreeing that they could work well with minimal supervision, suggesting that employees are generally self-reliant. The intention to deliver quality output was affirmed by 52.3% agreeing and 19.6% strongly agreeing, showing that most employees are committed to maintaining high work standards.

However, enthusiasm and aggression in work were areas with mixed responses. While 40.5% agreed and 20.9% strongly agreed that they were enthusiastic, 21.6% were neutral, implying that motivational aspects could be bolstered further. Lastly, consistency in delivering required output was perceived positively by 43.8% agreeing and 20.9% strongly agreeing, although 19.0% were neutral and 16.4% (combining disagree and strongly disagree) suggested some variability in consistent performance, while MUWASA employees demonstrate strong abilities in key areas of productivity, there are specific aspects, such as fostering creativity, promoting risk-taking, and enhancing motivation, that present opportunities for targeted improvement. This focus could further optimize employee productivity and workplace satisfaction.

# Table 4.6: Responses for Employee Productivity

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Statement** | **Strongly Disagree (Freq/%)** | **Disagree (Freq/%)** | **Neutral (Freq/%)** | **Agree (Freq/%)** | **Strongly Agree (Freq/%)** |
| Ability to deliver timely output | 5 (3.3%) | 13 (8.5%) | 22 (14.4%) | 76 (49.7%) | 37 (24.2%) |
| Ability to meet work demand | 3 (2.0%) | 11 (7.2%) | 19 (12.4%) | 82 (53.6%) | 38 (24.8%) |
| Ability to handle extra workload | 6 (3.9%) | 14 (9.2%) | 28 (18.3%) | 74 (48.4%) | 31 (20.3%) |
| Ability to be innovative and creative | 7 (4.6%) | 16 (10.5%) | 34 (22.2%) | 62 (40.5%) | 34 (22.2%) |
| Ability to take risks in performing well in work | 8 (5.2%) | 21 (13.7%) | 25 (16.3%) | 61 (39.9%) | 38 (24.8%) |
| Ability to work independently with less supervision | 6 (3.9%) | 15 (9.8%) | 24 (15.7%) | 74 (48.4%) | 34 (22.2%) |
| Having good intentions of delivering quality output | 5 (3.3%) | 16 (10.5%) | 22 (14.4%) | 80 (52.3%) | 30 (19.6%) |
| Being aggressive and enthusiastic in work | 7 (4.6%) | 19 (12.4%) | 33 (21.6%) | 62 (40.5%) | 32 (20.9%) |
| Being consistent in delivering the required output | 7 (4.6%) | 18 (11.8%) | 29 (19.0%) | 67 (43.8%) | 32 (20.9%) |

**Source: Researcher (2024)**

**4.5 Correlation Analysis**

Correlation analysis was conducted to examine the relationships between different types of working conditions (physical, social, and financial) and employee productivity at Mbeya Urban Water Supply and Sanitation Authority (MUWASA). The correlation coefficients were calculated to determine the strength and direction of the relationship between these variables.

# Table 4.7: Correlation Analysis of Working Conditions and Employee Productivity

|  |  |  |
| --- | --- | --- |
| **Working Condition** | **Correlation Coefficient (r)** | **Significance (p-value)** |
| Physical Working Conditions | 0.62 | p < 0.05 |
| Social Working Conditions | 0.57 | p < 0.05 |
| Financial Working Conditions | 0.48 | p < 0.05 |

**Source: Researcher (2024)**

# 4.5.1 Analysis of Correlation Table

The correlation table above illustrates the strength and significance of the relationships between different types of working conditions and employee productivity at the Mbeya Urban Water Supply and Sanitation Authority (MUWASA).

**Physical Working Conditions**: The correlation coefficient r=0.62r = 0.62r=0.62 suggests a strong positive relationship between physical working conditions and employee productivity. This indicates that improvements in the physical environment, such as office space, ventilation, and the availability of necessary equipment, are associated with higher productivity levels. Employees who rated their physical workspace positively were more likely to exhibit better time management, meet deadlines, and deliver consistent output. The significant p-value (p < 0.05) confirms that this relationship is statistically meaningful.

**Social Working Conditions**: The analysis shows a positive correlation coefficient of r=0.57r = 0.57r=0.57, indicating a moderately strong positive relationship between social working conditions and employee productivity. Supportive interactions with colleagues and supervisors, clear communication, and collaborative problem-solving contribute positively to productivity. Employees who felt supported by their work groups and had open communication channels with their supervisors showed higher levels of enthusiasm and a willingness to meet work demands. The p-value (p < 0.05) supports the statistical significance of this correlation.

**Financial Working Conditions**: Financial working conditions had a moderate positive correlation with productivity, with r=0.48r = 0.48r=0.48. This suggests that while financial incentives like salary competitiveness, timely payments, and allowances are important, they have a slightly lesser impact on productivity compared to physical and social conditions. Nonetheless, a statistically significant p-value (p < 0.05) indicates that financial conditions still play a meaningful role in influencing productivity, and improvements in this area could further enhance employee morale and output.

# 4.6 Discussion of the study findings

The discussion of the finding of the study was based on the specific objectives of the study. Such that. To examine the influence of physical working condition on employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority, to examine influence of social working condition on employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority, to examine the influence of financial working condition on employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority.

# 4.6.1 Physical Working Conditions and Employee Productivity

The study revealed that physical working conditions have a significant positive influence on employee productivity at the Mbeya Urban Water Supply and Sanitation Authority (MUWASA). This is consistent with the findings of Atmaja & Puspitawati (2018), who demonstrated that an improved physical work environment, including aspects like ventilation, temperature control, and noise levels, directly enhances job satisfaction and productivity. In this study, a substantial portion of respondents highlighted satisfaction with their office space and work equipment, aligning with Herzberg’s (2020) two-factor theory which states that the absence of dissatisfaction (hygiene factors like a suitable physical environment) prevents demotivation but does not guarantee motivation.

However, the study also identified mixed feedback regarding ergonomic furniture and noise levels, indicating that while many employees are satisfied with the physical workspace, there are areas that require attention. These findings are supported by the research conducted by Bushiri (2014), which noted that organizations could significantly boost staff morale and output by ensuring the work environment is conducive to comfort and minimal distractions. This underscores the importance of focusing on continuous improvement in physical conditions to ensure that employee productivity is maintained or increased.

In addition, the results resonate with Duru & Shimawua (2017), who found that a well-organized, clean, and adequately furnished workplace is integral to fostering a productive workforce. The analysis in this study indicated that even though MUWASA has made commendable strides in ensuring a suitable work environment, addressing the highlighted areas for improvement, such as ergonomic chairs and noise management, could enhance overall productivity further.

# 4.6.2 Social Working Conditions and Employee Productivity

The study showed that social working conditions, such as interactions among colleagues and support from supervisors, play a crucial role in influencing employee productivity at MUWASA. This aligns with findings from Taheri & Kamaruzzaman (2020), who concluded that the social aspects of the workplace, such as teamwork and communication, contribute significantly to job satisfaction and, by extension, productivity. Employees at MUWASA indicated high levels of satisfaction with group problem-solving, peer support, and openness in communication, reflecting the positive effects of a collaborative work culture.

Moreover, the research by Elaho & Odion (2022) pointed out that social working conditions foster an environment where employees feel valued and supported, resulting in higher productivity. This is further supported by Njeri (2022), who identified that a positive social environment, characterized by teamwork and proper supervisory support, is essential for enhancing employee morale and reducing turnover. The findings in this study align with these insights, highlighting that employees at MUWASA appreciate the support provided by their coworkers and supervisors, which motivates them to perform their duties effectively.

However, while many respondents reported positive interactions and communication, the study also noted that there is room for more structured and consistent communication practices, such as regular meetings and strategic planning. This indicates that enhancing communication strategies can further bolster productivity. Regular feedback sessions, as recommended by Clement & Gwaltu (2023), could be an effective way to ensure all employees are aligned with the organization's goals and feel motivated to contribute positively.

# 

# 4.6.3 Financial Working Conditions and Employee Productivity

The study findings indicated that financial working conditions, including timely payment and salary competitiveness, are important but have a moderate impact on productivity compared to physical and social conditions. This aligns with Shammout (2021), who emphasized that while financial incentives are essential for sustaining motivation, their effect is less pronounced than factors that directly affect day-to-day work experiences, such as social support and work environment quality. Employees at MUWASA generally felt that their salaries were paid on time and were somewhat satisfied with their compensation, but they expressed a desire for more competitive and cost-of-living-adjusted salaries.

These findings are in line with the resource-based view (RBV) theory, which posits that an organization’s ability to provide competitive financial compensation can influence productivity by attracting and retaining talent (Pestonjee & Basu, 2022). Although financial incentives are critical, Herzberg’s two-factor theory suggests that they are more effective at preventing dissatisfaction than fostering genuine motivation. The moderate positive correlation observed between financial conditions and productivity in this study suggests that while adequate compensation helps, it should be complemented with motivational factors like recognition and growth opportunities.

Lastly, the findings underscore the importance of reviewing salary structures and benefits periodically to align with market standards and inflation rates. This aligns with Bushiri's (2014) study, which highlighted that salary competitiveness and regular financial reviews could boost employee satisfaction and reduce turnover rates. For MUWASA, ensuring that financial policies keep pace with economic changes and align with industry standards can further strengthen employee productivity

Top of Form

Bottom of Form

# CHAPTER FIVE

# SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

# 5.1 Overview

This chapter provides a summary of the research findings, along with the conclusions, implications, recommendations, limitations, and suggested areas for future research. The chapter directly addresses the study's objectives regarding the influence of working conditions on employee productivity at Mbeya Urban Water Supply and Sanitation Authority (MUWASA).

# 5.2 Summary of Findings

The study aimed to assess the influence of working conditions on employee productivity at Mbeya Urban Water Supply and Sanitation Authority (MUWASA), focusing on physical, social, and financial working conditions. Key findings highlighted that physical working conditions had a strong positive relationship with employee productivity. Employees positively rated aspects such as office space, ventilation, and the availability of equipment, which contributed significantly to their overall efficiency. However, areas like ergonomic furniture and noise control were noted for potential improvement, which could further enhance productivity.

Social working conditions were found to be crucial for productivity, with aspects like teamwork, open communication, and supervisory support playing a significant role. Employees reported high satisfaction with the cooperative and supportive work culture fostered by their colleagues and supervisors. Despite this positive perception, the study identified that consistent structured communication, including regular meetings and strategic planning, needed reinforcement to maintain and improve productivity levels.

Financial working conditions showed a moderate positive impact on productivity. While employees appreciated timely payments and salary competitiveness to some extent, many expressed the need for their compensation to better reflect market standards and cost-of-living adjustments. This underscores the importance of regularly reviewing and updating compensation policies to align with economic realities and industry standards to maintain morale and retain talent.

# 

# 5.3 Conclusion

The research has shown that while Mbeya Urban Water Supply and Sanitation Authority (MUWASA) has made notable strides in improving working conditions, several areas require additional attention to optimize employee productivity. The study evaluated the influence of physical, social, and financial working conditions on employee productivity, aligning with the specific objectives of the study.

The findings highlight the critical role of physical working conditions in enhancing employee productivity at MUWASA. The provision of adequate office space, proper seating arrangements, optimal lighting, and sufficient equipment has been shown to positively impact employees’ efficiency and overall work output. However, certain areas, such as reducing noise levels and improving workspace ergonomics, still require further attention to ensure that employees are not hindered by environmental factors that could reduce their productivity. Enhancing these physical aspects will likely lead to greater job satisfaction and an increase in task efficiency.

The study found that social working conditions, particularly effective communication, teamwork, and supervisory support, play a pivotal role in motivating employees and fostering a collaborative work environment. Employees who feel supported by their colleagues and supervisors are more likely to engage with their tasks and contribute to team efforts, which significantly boosts overall organizational performance. The presence of open communication channels and the ability to work well in teams were strongly correlated with higher productivity levels. Moving forward, MUWASA should continue to promote a culture of collaboration and ensure that supervisors are well-equipped to provide consistent guidance and support to their teams. While financial working conditions, including timely salary payments and the availability of bonuses, were found to have a moderate impact on productivity, the study emphasizes that these factors should be addressed more comprehensively. Employees at MUWASA expressed a need for compensation that reflects market standards and the rising cost of living. Ensuring that salary packages are competitive and offering additional financial incentives tied to performance could enhance employee motivation and reduce turnover. Additionally, improving benefits such as health insurance and retirement plans would contribute to a more satisfied and committed workforce, leading to improved productivity.

# 5.4 Implications of the Study

# 5.4.1 Implications for Policymakers

The findings of this study provide critical insights for policymakers, particularly in the public sector and utilities like MUWASA. Policymakers should prioritize the creation of policies that advocate for improved working conditions as a means to enhance employee productivity. One implication is the need for a review of existing labor policies to ensure they address the evolving needs of employees in terms of physical, social, and financial working conditions. For example, policies that mandate regular updates to salary structures, reflect current market trends, and ensure fair compensation for employees can go a long way in improving job satisfaction and retention. Furthermore, policies that support employee well-being, such as health and safety regulations, ergonomics standards, and the creation of a conducive work environment, are essential for fostering a more productive and satisfied workforce. Ensuring that these policies are implemented and regularly reviewed can provide the foundation for a robust, motivated, and productive workforce.

# 5.4.2 Implications for the Industry

For the industry, particularly utility companies and public service organizations, this study emphasizes the importance of considering working conditions as a strategic tool for boosting productivity. Industry leaders should understand that investing in physical, social, and financial aspects of the working environment can lead to improved employee performance and reduced turnover, ultimately benefiting the organization. The study suggests that organizations should continuously monitor and enhance their physical workspaces, ensuring they are ergonomically sound and equipped with necessary resources to facilitate efficiency. Furthermore, fostering a positive work culture, which emphasizes teamwork, open communication, and strong supervisory support, is integral to maintaining high levels of motivation and engagement. Industry-wide adoption of these practices could significantly contribute to higher employee satisfaction, better organizational performance, and a more positive public image. In addition, aligning financial compensation with industry standards is not only crucial for retaining talent but also for motivating employees to strive for excellence in their roles.

# 5.4.3 Implications for Academics in Terms of Theory Development

From an academic perspective, the findings of this study contribute to the development and refinement of theoretical models related to employee productivity and working conditions. Specifically, the study highlights the relevance of Herzberg’s Two-Factor Theory in explaining how different working conditions—physical, social, and financial—affect employee satisfaction and motivation. This research suggests that the relationship between working conditions and employee productivity is multifaceted, and further theoretical development could focus on integrating other factors such as employee autonomy, career development opportunities, and job security into existing models. Researchers can build upon this study by conducting comparative analyses in other sectors and regions, testing the applicability of these findings across different cultural and organizational contexts. The study also calls for further exploration into the specific mechanisms through which working conditions influence productivity, which could provide a deeper understanding of how organizations can tailor their environments to optimize employee performance. This will contribute to the growing body of knowledge on organizational behavior and human resource management, offering valuable insights for both academics and practitioners.

# 5.5 Recommendations

5.5.1 Enhancement of Physical Conditions

MUWASA should prioritize investments in ergonomic furniture to provide employees with comfortable and supportive workstations that promote health and efficiency. Addressing ergonomic needs can help reduce physical strain, leading to fewer work-related discomforts and increased productivity. Additionally, implementing noise-reducing measures, such as soundproofing and noise barriers, can create a quieter work environment conducive to focus and efficiency. Regular assessments and evaluations of the physical work environment should be conducted to identify emerging challenges and proactively address them, ensuring that the workspace continuously supports employee well-being and performance.

5.5.2 Structured Communication

To enhance social working conditions, MUWASA should establish structured communication practices that include regular team meetings and feedback mechanisms. These initiatives can ensure that employees are consistently informed about organizational goals, expectations, and updates, fostering transparency and trust within the team. Regular feedback sessions provide employees with an opportunity to express their ideas and concerns, enabling management to address potential issues promptly. Such consistent communication reinforces a culture of openness and collaboration, enhancing teamwork and maintaining morale across the organization.

# 5.5.3 Review and Adjustment of Financial Compensation

MUWASA should undertake periodic reviews of salary packages to ensure they remain competitive with industry standards and align with the cost of living. Regularly updating compensation policies can help maintain financial satisfaction among employees and reduce turnover. Implementing a clear salary progression plan that includes performance-based raises and comprehensive benefits can further incentivize employees to stay motivated and committed to their roles. A transparent and fair compensation system supports employee retention and reinforces the organization’s reputation as an employer of choice.

**5.5.4 Employee Engagement Programs**

Initiatives that foster employee feedback and participation can significantly enhance the sense of inclusion and engagement within MUWASA. By encouraging employees to voice their opinions and contribute suggestions regarding their working conditions, management can make well-informed decisions that address real concerns. Such programs may include suggestion boxes, surveys, or collaborative workshops where employees and management discuss workplace improvements. This approach not only empowers employees but also strengthens their connection to the organization, promoting loyalty and a shared sense of purpose that can drive higher productivity and morale.

# 5.6 Limitations of the Study

One of the primary limitations of this study was its narrow focus on a single organization, MUWASA. This limited scope means that while the findings provide valuable insights into the influence of working conditions on employee productivity within this specific context, they may not be directly applicable or generalizable to other sectors or geographic regions. The unique characteristics, operational challenges, and organizational culture at MUWASA could differ significantly from those in other organizations or industries. Additionally, the study relied on self-reported data from employees, which introduces the possibility of response bias. Participants may have provided answers that they believed were expected or socially acceptable rather than fully accurate reflections of their experiences, potentially impacting the study's validity and the reliability of its conclusions.

# 5.7 Areas for Further Research

Future research could expand on these findings by conducting comparative studies across multiple organizations within the water supply and sanitation sector. Such studies would help to identify similarities and differences in how working conditions affect productivity in various organizational settings, providing a more comprehensive understanding of industry-wide trends. Additionally, exploring different regions or countries could offer insights into how cultural and economic factors influence the relationship between working conditions and productivity. Further investigations could also delve into the psychological and emotional aspects of working conditions, such as stress levels, job satisfaction, and work-life balance.

# **REFERENCE**S

# Ahuja, R. (2015). *Research methods*. Rawat Publications.

# Aiken, L. H., Clarke, S. P., & Sloane, D. M. (2002). Hospital staffing, organization, and quality of care: Cross-national findings. *International Journal for Quality in Health Care, 14*(1), 5-13.

# Ali, F., & Anwar, M. (2020). Impact of work environment on employee performance in Iraqi private banks. *International Journal of Business and Management, 15*(1), 99-109.

# Alvarez, S. A., & Busenitz, L. W. (2020). Toward a theory of entrepreneurial opportunity identification and development. *Journal of Business Venturing, 27*(5), 463-476.

# Armstrong, M. (2007). *A handbook of human resource management practice* (10th ed.). Kogan Page.

# Atmaja, L., & Puspitawati, I. (2018). Physical work conditions, job satisfaction, and productivity at Mama's Kecak Disco, Bali. *Journal of Workplace Studies, 6*(2), 22-37.

# Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17*(1), 99-120.

# Bryman, A. (2008). *Social research methods* (3rd ed.). Oxford University Press.

# Bushiri, C. P. (2014). Working conditions and employees’ productivity: A case study of the Institute of Finance Management in Dar es Salaam. *African Journal of Business Management, 8*(2), 50-65.

# Candi, M., Melia, M., & Colurcio, M. (2021). Contextual ambidexterity, sustainable innovation, and firm performance. *Journal of Cleaner Production, 329*, 129730.

# Clement, G., & Gwaltu, A. (2023). Family resource spillover, work engagement, and organizational support in Tanzania's Ilemela Municipal Council. *Journal of Organizational Psychology, 18*(3), 115-130.

# Duru, J., & Shimawua, D. (2017). The influence of work conditions on productivity in Edo City Transport Service, Nigeria. *Journal of African Business, 16*(1-2), 20-30.

# El-Zeiny, R. M. A. (2013). Interior design of workplace and its impact on employees’ performance: A case of the private sector companies in Egypt. *Procedia - Social and Behavioral Sciences, 121*, 62-76.

# Elaho, M., & Odion, D. (2022). The work environment and employee productivity in Nigerian business centers. *Journal of Nigerian Business Management, 10*(2), 47-60.

# Emmel, N. (2013). *Sampling and choosing cases in qualitative research: A realist approach*. Sage.

# Fisher, C. (2010). *Research methodology: Methods and techniques* (2nd ed.). New Age International.

# Fraenkel, J. R., & Wallen, N. E. (2009). *How to design and evaluate research in education* (7th ed.). McGraw-Hill.

# Gerber, P. D., Nel, P. S., & Van Dyk, P. S. (1998). *Human resources management*. International Thomson Publishing.

# Grant, C., & Osanloo, A. (2014). Understanding, selecting, and integrating a theoretical framework in dissertation research: Creating the blueprint for your "house". *Administrative Issues Journal: Connecting Education, Practice, and Research, 4*(2), 12-26.

# Gupta, S., Pansari, A., & Kumar, V. (2021). Firm performance: The interplay of financial well-being, customer satisfaction, and employee satisfaction. *Journal of Marketing, 85*(1), 22-41.

# Hall, D. T., & Williams, D. (1986). Herzberg's theory: A perspective for understanding job satisfaction. *Personnel Management, 45*(3), 60-65.

# Hee, O. C., Shi, H., & Ho, D. C. (2021). Organizational climate and employee productivity: Evidence from Malaysian manufacturing firms. *Asian Journal of Management, 32*(2), 102-113.

# Hittleman, D. R., & Simon, A. J. (1997). *Interpreting educational research: An introduction for consumers of research*. Prentice Hall.

# Hughes, M., Hughes, P., & Morgan, R. E. (2022). Exploitative learning, exploratory learning, and resource-based competitive advantage: Implications for capabilities and productivity. *Journal of Business Research, 135*, 10-20.

# Iqbal, A., Ahmed, S., & Allen, S. (2019). Impersonal trust, and employee productivity in the workplace. *International Journal of Business Studies, 25*(2), 50-65.

# Jones, G. R., & Hill, C. W. L. (2023). *Strategic management theory: An integrated approach* (12th ed.). Cengage Learning.

# Kang, H., & Snape, E. (2021). Relational resources as determinants of employee engagement: A resource-based view. *Journal of Management & Organization, 27*(3), 356-371.

# Kim, S., & Lim, S. (2022). Human resources and firm performance: The mediating role of employee commitment. *Journal of Human Resource Management, 34*(4), 260-278.

# Kothari, C. R. (2004). *Research methodology: Methods and techniques* (2nd ed.). New Age International.

# Krishnawami, O. R., Ranganathan, M., & Harikumar, S. (2016). *Research methodology of social sciences*. Himalaya Publishing House.

# Kumar, R. (2011). *Research methodology: A step-by-step guide for beginners*. Sage.

# Lane, R. D., Esser, J. R., Holte, L. P., & Anne, C. (2010). Herzberg's theory of motivation and job satisfaction. *Journal of Industrial Psychology, 11*(1), 56-67.

# Lau, M., & Yip, A. (2021). Employee well-being and customer satisfaction: Exploring the linkage in the hospitality industry. *Tourism Management, 78*, 104080.

# Mesly, O. (2015). *Creating models in psychological research*. Springer.

# Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook*. Sage.

# Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: Quantitative and qualitative approaches*. Acts Press.

# Munyewende, P. O., & Rispel, L. C. (2020). Relationship between work environment and job satisfaction among healthcare workers in South Africa. *BMC Health Services Research, 20*(1), 1-11.

# Mwamunyange, J., & Mkude, N. (2021). The impact of work environment on performance in Tanzania Ports Authority. *African Journal of Management, 12*(3), 180-196.

# Njeri, C. (2022). Impact of workplace environment on employee productivity in Kenya. *East African Journal of Business, 5*(1), 100-120.

# Nyanda, R., & Saidi, M. (2019). Working conditions and productivity in Dar es Salaam healthcare sector. *Journal of Healthcare Management, 9*(4), 45-58.

# Ochieng, R., & Wasonga, C. (2022). Organizational culture and physical work conditions on productivity in Kenyan NGOs. *African Journal of Organizational Development, 11*(3), 270-290.

# Oluwatayo, A., & Amole, D. (2021). Workspace design and productivity in Lagos, Nigeria. *African Journal of Management Research, 17*(4), 300-320.

# Pestonjee, D. M., & Basu, R. (2022). The relationship between human resources and organizational performance. *Global Business Review, 23*(4), 15-32.

# Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Journal of Business and Management, 5*(5), 76-82.

# Robbins, S. P. (2009). *Organizational behavior* (13th ed.). Pearson Education.

# Saunders, M. (2019). *Research methods for business students* (8th ed.). Pearson.

# Saunders, M., Lewis, P., & Thornhill, A. (2003). *Research methods for business students* (3rd ed.). Pearson Education.

# Shammout, A. B. (2021). Work conditions and employee performance: A study on Investo Global. *Journal of Business and Economics, 8*(2), 120-135.

# Shen, S., Wang, M., & He, Q. (2022). Organizational resources and competitive advantage: Exploring the mediation of employee performance. *Asia Pacific Journal of Management, 39*(1), 57-75.

# Shikdar, A. A., & Shawaqed, M. A. (2003). Worker productivity and occupational health and safety issues in selected industries. *International Journal of Occupational Safety and Ergonomics, 9*(4), 507-515.

# Su, M., & Lee, J. (2023). Human resources as a source of competitive advantage: Integrating the resource-based view and the balanced scorecard. *Human Resource Management Review, 35*(2), 100-118.

# Swai, F., & Tiengâ, P. (2022). Working conditions and employee performance in Tanzania’s Bahi District Council. *Tanzanian Journal of Management, 18*(2), 143-156.

# Taheri, A., Miah, S., & Kamaruzzaman, S. (2020). Working conditions, job satisfaction, and productivity in the Bangladesh Rural Electrification Board. *Journal of Asian Business, 12*(3), 140-160.

# Taherdoost, H. (2016). Sampling methods in research methodology; how to choose a sampling technique for research. *International Journal of Academic Research in Management, 5*(2), 18-27.

# Wan Fauziah, W. B., & Tan, C. (2013). Factors affecting job satisfaction in electronic industries. *Journal of Economic Studies, 21*(4), 56-65.

# Wang, S., Tsai, M., & Li, Y. (2023). Internal resources and productivity in Chinese firms. *Asian Business & Management, 24*(3), 143-156.

# Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). Harper and Row.

# Yunus, N. M., & Ernawati, N. (2017). Employee productivity: Its role in organizational effectiveness. *Journal of Business Psychology, 19*(2), 112-125.

# Zhou, X., & Guo, Q. (2022). The role of intrinsic and extrinsic motivation in workplace performance. *Journal of Management Research, 15*(3), 140-159.

# Zohar, D., & Polachek, T. (2019). Safety climate and employee productivity. *Journal of Applied Psychology, 89*(5), 822-835.

# .

# APPENDICES

**APPENDICES I: QUESTIONNAIRE**

A Survey to assess the influence of working condition on employees’ productivity at Mbeya Urban Water Supply and Sanitation Authority.

Dear participants,

Thank you for your interest in this survey. I’m finalizing my MHRM dissertation at the OUT. The major purpose of my study is assessment of the influence of working condition on employees’ productivity of Mbeya Urban Water Supply and Sanitation Authority. The information collected from this survey questionnaire will be kept confidential and used only for my academic endeavour. Please circle/tick appropriate options from the following options (1= SD: Strongly Disagree, 2=D: Disagree; 3=N: Neutral; 4=A: Agree; & 5=SA: Strongly Agree). This questionnaire consists of about 44 statements (questions), and it takes about 10–15 minutes to answer. If you have any questions concerning this survey, do not hesitate to contact either the principal investigators, Mr. Aida Alex Kasiba (+255 674 020 983) or my supervisors Dr. Janeth Isanzu and Dr. Saganga Kapaya.

Position of respondents: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Department/Directorate/Unit: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Gender: 🞏 Male 🞏 Female

Indicate your highest education: 🞏 Form 4 🞏 Form 6

🞏 Certificate 🞏 Diploma

🞏 Bachelor degree 🞏 Master degree

🞏 PhD

Working Experience: 🞏 0 – 3 years 🞏 4 – 6 years

🞏 7 – 9 years 🞏 10 years and above

Indicate your age group: 🞏 20 – 30 years 🞏 31 – 40 years

🞏 41 – 50 years 🞏 51 – 60 years

🞏 61 and above years

Marital Status: 🞏 Single 🞏 Married

🞏 Widow/widower 🞏 Divorced

Indicate your working station: 🞏 Headquarters

**1= SD: Strongly Disagree 2=D: Disagree 3=N: Neutral 4=A: Agree 5=SA: Strongly Agree**

1. Physical working condition

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** |  | **SD** | **D** | **N** | **A** | **SA** |
| PWE1 | I am happy with my office space, ventilation and arrangement. | 1 | 2 | 3 | 4 | 5 |
| PWE1 | Mbeya Urban Water Supply And Sanitation Authority provide all the required work equipment to assist you to work efficiently | 1 | 2 | 3 | 4 | 5 |
| PWE1 | I don’t mind about the kind of furniture I have to perform. | 1 | 2 | 3 | 4 | 5 |
| PWE1 | My chair is comfortable enough to enable me perform my tasks. | 1 | 2 | 3 | 4 | 5 |
| PWE1 | The noise levels in the workplace are at bare minimum. | 1 | 2 | 3 | 4 | 5 |
| PWE1 | Mbeya Urban Water Supply And Sanitation Authority has good air ventilation and lighting to enable me performs my duties comfortably. | 1 | 2 | 3 | 4 | 5 |

1. Social working condition

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** |  | **SD** | **D** | **N** | **A** | **SA** |
| SWE2 | I am satisfied with how members of my work group solve problems. | 1 | 2 | 3 | 4 | 5 |
| SWE2 | I am friendly to people in my immediate group at work place | 1 | 2 | 3 | 4 | 5 |
| SWE2 | I feel free to talk openly and honestly with members of my work group. | 1 | 2 | 3 | 4 | 5 |
| SWE2 | My coworkers listen to me when I need to talk about work-related problems. | 1 | 2 | 3 | 4 | 5 |
| SWE2 | My coworkers help me with difficult tasks. | 1 | 2 | 3 | 4 | 5 |
| SWE2 | I feel free to talk openly and honestly to my supervisor. | 1 | 2 | 3 | 4 | 5 |
| SWE2 | My supervisor gives me clear instructions on how and what to do. | 1 | 2 | 3 | 4 | 5 |
| SWE2 | My supervisor is always available and willing to give me advice whenever I need. | 1 | 2 | 3 | 4 | 5 |
| SWE2 | My supervisor helps me in getting the job done. | 1 | 2 | 3 | 4 | 5 |
| SWE2 | My supervisor holds regular meetings with my work groups. | 1 | 2 | 3 | 4 | 5 |
| SWE2 | My supervisor establishes work plans and work objectives with me | 1 | 2 | 3 | 4 | 5 |
| SWE2 | My supervisor is willing to devote time to help me perform my job. | 1 | 2 | 3 | 4 | 5 |

1. Financial working condition

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **Statement** | **SD** | **D** | **N** | **A** | **SA** |
| FWE3 | My salary is paid on time which makes me happy and comfortable | 1 | 2 | 3 | 4 | 5 |
| FWE3 | I am satisfied with my current salary | 1 | 2 | 3 | 4 | 5 |
| FWE3 | My salary is competitive with similar jobs I might find elsewhere. | 1 | 2 | 3 | 4 | 5 |
| FWE3 | My salary does not match with cost of living in the country | 1 | 2 | 3 | 4 | 5 |
| FWE3 | I am paid fairly for the work I do | 1 | 2 | 3 | 4 | 5 |
| FWE3 | Increasing my salary package will make me happier | 1 | 2 | 3 | 4 | 5 |
| FWE3 | Salary offered should be adjusted more frequently to meet the changing cost of living. | 1 | 2 | 3 | 4 | 5 |
| FWE3 | I am paid overtime for work done beyond normal working hours | 1 | 2 | 3 | 4 | 5 |
| FWE3 | I am receiving Leave travel allowance on time | 1 | 2 | 3 | 4 | 5 |
| FWE3 | I am satisfied with the present benefits and allowances that the organization offers, above your salary | 1 | 2 | 3 | 4 | 5 |

1. Employee Productivity

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **Statement** | **SD** | **D** | **N** | **A** | **SA** |
| EP4 | Ability to deliver timely output | 1 | 2 | 3 | 4 | 5 |
| EP4 | Ability to meet work demand | 1 | 2 | 3 | 4 | 5 |
| EP4 | Ability to handle extra work load | 1 | 2 | 3 | 4 | 5 |
| EP4 | Ability to be innovative and creative | 1 | 2 | 3 | 4 | 5 |
| EP4 | Ability to take risk in performing well in your work | 1 | 2 | 3 | 4 | 5 |
| EP4 | Ability to work independently with less supervision | 1 | 2 | 3 | 4 | 5 |
| EP4 | Having good intention of delivering quality outing | 1 | 2 | 3 | 4 | 5 |
| EP4 | Being aggressive and enthusiastic in my work | 1 | 2 | 3 | 4 | 5 |
| EP4 | Being consistent in delivering required output | 1 | 2 | 3 | 4 | 5 |



